SAN JOAQUIN ROUTE FFY 2005-06 BUSINESS PLAN

FRESNO STATION HISTORIC RESTORATION

State of California Department of Transportation

April 2005

Caltrans

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EXECUTIVE SUMMARY

CHAPTER I – INTRODUCTION

The vision of the California Department of Transportation (Department) for its intercity passenger rail program includes the following elements:

- Provide relief to highway and airway congestion.
- Provide a rail transportation alternative to other travel modes.
- Improve air quality, conserve fuel, and contribute to efficient and environmentally superior land use.

The Department is in the business of administering intercity passenger rail service. The State began financial support of the San Joaquin Route in 1979. The State and Amtrak share responsibilities for operating train service; Amtrak operates the trains and the State provides funding and oversight. The Route presently extends 314 miles between Oakland and Bakersfield with 13 intermediate stops, and 282 miles between Sacramento and Bakersfield with 11 stops. The Route is now the fourth busiest in the Amtrak national system outside of the Northeast Corridor. Since 1974, the Department and other agencies have committed over $680 million to station, track and signal, and equipment projects, and maintenance facilities on the Route, including both completed and programmed projects.

Federal Fiscal Year (FFY) 2003-04 was a fairly positive year for the San Joaquins. Although ridership of 738,540 was a 6 percent drop from 2002-03, this was primarily the result of some special events in 2003-04 including a levee break in the San Joaquin Delta in June 2004, and a major track maintenance blitz in January 2004. Financial indicators for FFY 2003-04 were solid. Farebox return was 44.4 percent, 2.7 percent above 2002-03. Actual state cost was 5 percent ($1.5 million) below FFY 2002-03, due to control of expenses and increased revenue due to price adjustments.

The Route is poised for very positive ridership and financial results in the near-term. After many years of escalating costs, Amtrak has stabilized both the cost basis and actual costs. The current service level of six round trips offers many trip options for both business and leisure travelers.

CHAPTER II – PERFORMANCE STANDARDS AND RESULTS

The business plan includes performance standards for the current and budget year, and projected three years into the future. The performance standards measure usage, cost efficiency and service quality. The performance standards are based on the short-range Operating, Marketing and Capital Action Plans laid out in the Business Plan and the long-range actions presented in the 10-year California State Rail Plan. The anticipated results of the action plans are analyzed to determine achievable future year performance standards.

For this 2005-06 San Joaquin Business Plan, the ridership performance standard is a steady ridership increase (not connected to a service increase) and a moderate increase in revenues. The resulting farebox ratio performance standard is 44.5 percent in 2004-05, and then up to 44.8 percent in 2008-09. The ridership standard is an increase from 755,500 riders in 2004-05 to 827,500 riders in 2008-09. The on-time performance standard is 75 percent in 2004-05 and then 85 percent for the rest of the period.

CHAPTER III - OPERATING AND MARKETING PLAN

This chapter includes a discussion of the operating and marketing program (summarized in the Operating and Marketing Action Plans below) designed to achieve the performance standards discussed above.

OPERATING ACTION PLAN

System Connectivity

- Expand "Free Transfer" program to additional transit operators in San Joaquin Valley cities such as Stockton and Bakersfield in 2004-05 and 2005-06.
- Inventory and replace Amtrak station pathfinder signs on city streets and adjacent to state highways in 2004-05.

Passenger Information

- Complete installation of electronic passenger information signs at all San Joaquin stations by the spring of 2005.
- Redesign Amtrak California website to be more useful to users, including quicker downloads, airport access information, and additional transit information.

Food Service

- Conduct on-board food tasting and surveys in 2005 and 2006 to improve quality and allow items offered to be based on passenger input.

On-time Performance

- Reach on-time performance goal of 75 percent in 2004-05 and 85 percent in 2005-06 as a result of working with the BNSF Railway, Union Pacific Railroad, and Amtrak to identify and implement measures to enhance schedule reliability.
- Complete construction on double tracking two major track segments totaling 14.3 miles (Calwa to Bowles and Shirley to Hanford) by the fall of 2005 to improve overall reliability.

Amtrak Bus Operations

- Conduct twice-yearly route and segment bus evaluations to determine cost recovery. Make adjustments or discontinue routes as necessary.

MARKETING ACTION PLAN

Advertising and Public Relations

- Conduct fall, winter, and spring promotions in 2004-05 and 2005-06 using a variety of media, as appropriate to the promotional themes, to assist in the goal of achieving or exceeding projected ridership gains of 2.3 percent in 2004-05 and 2005-06.
- Implement advertising partnerships in 2004-05 and 2005-06 with local organizations such as the Lodi Convention and Visitors Bureau, Castle Air Museum near Merced, the City of Stockton Chamber of Commerce, and similar venues.
- Conduct a station dedication event for the reopening of the historic downtown Fresno station later in 2005, and conduct groundbreaking ceremonies for Stockton and Madera stations in 2005-06.

Community Outreach

- Continue multimedia presentations to service clubs and other interested parties in 2004-05 and 2005-06.

Group Travel Program

- Continue promotion of "Kids 'N Trains" Program, and conduct a survey of program users in 2005-06 to evaluate program structure and identify program refinements.
- Develop a multimedia outreach presentation to promote the Senior Travel Program in 2004-05. Evaluate the Program in the end of 2004-05 to determine plans for 2005-06.
- Implement a college student travel discount program in the fall of 2005.

CHAPTER IV – CAPITAL PLAN

This chapter includes a discussion of the capital program (summarized in the Capital Action Plan below) designed to reach the performance standards discussed above.

CAPITAL ACTION PLAN

Track and Signal Projects

- Complete Phase I work on 17.6 miles of double track from Port Chicago to Oakley. Installation of Centralized Traffic Control (CTC) and siding construction is planned for completion by the end of 2005, and engineering, design and environmental work is planned for completion in summer 2006.

- Complete construction on double tracking two major track segments totaling 14.3 miles (Calwa to Bowles and Shirley to Hanford) by the fall of 2005.
- Complete environmental work, design and engineering for second main track from Shafter to Jastro, 12.5 miles, by the end of 2005.

Station Projects

- Complete Emeryville station track and platform improvements in the fall of 2006.
- Continue development of the new Stockton and Madera stations in 2004-05 and 2005-06.
- Complete renovation of the historic Fresno station later in 2005.

Americans with Disabilities Act

- Complete installation of Passenger Information Display Systems to provide real-time audio and visual information on train arrivals and departures at all San Joaquin Route stations in the spring of 2005.

Equipment

- Complete mid-life overhaul of the four pilot California Cars in 2004-05 and complete overhaul production of the original 66 California Cars in 2006-07.
- Replace outdated destination sign system on California Car fleet with state-of-the-art automated sign system in 2005-06.
- Contract for replacement of audio and visual passenger information system in Northern California Fleet in 2004-05 and complete replacement in 2005-06.

APPENDIX - SAN JOAQUIN RAIL STATIONS AND CONNECTING SERVICES

This Appendix contains information on:

- San Joaquin rail stations and transportation connections to the stations.
- Commuter and urban rail transportation services that connect to the San Joaquins.
- Amtrak services that connect to the San Joaquins.

CHAPTER I
INTRODUCTION

This San Joaquin Route Business Plan (Plan) is for Federal Fiscal Year (FFY) 2005-06 (October 2005 – September 2006). It was prepared by the Department of Transportation's (Department) Division of Rail (Division). The Plan is supplemented by the *California State Rail Plan 2003-04 to 2013-04*, dated December 2004, that includes both a passenger and a freight element, and presents a longer-range ten-year plan for State-supported rail passenger services in California. The State Rail Plan provides both long-range capital and operating plans for the route. To supplement the Plan, an **Appendix** provides a geographical listing and description of the rail stations on the San Joaquin Route and other rail services that connect to the San Joaquins.

DEPARTMENT'S VISION AND GOALS FOR INTERCITY PASSENGER RAIL

The Department's Intercity Rail Program Vision guides this 2005-06 San Joaquin Business Plan. To achieve the vision for intercity rail in California, service must be frequent and reliable, and available for trips to major intercity destinations with travel times competitive with the auto. Capital projects to increase capacity will allow frequencies to be added. Projects to improve on-time performance, increase reliability and reduce running time, will attract riders and provide an efficient and cost-effective service. (The Department's vision for intercity rail passenger service is discussed in more detail in the *California State Rail Plan 2003-04 to 2013-14.)* The vision includes the following elements:

- Provide relief to highway and airway congestion.
- Provide a rail transportation alternative to other travel modes.
- Improve air quality, conserve fuel, and contribute to efficient and environmentally superior land use.

The Department has six Department-wide transportation goals: safety, reliability, performance, flexibility, delivery and stewardship. These goals relate to intercity passenger rail as follows:

- **SAFETY – Provide the safest transportation system in the nation for users and workers.**

  The Rail Program strives for an excellent safety record on its intercity passenger rail services. All capital and equipment projects and operational initiatives have a strong safety component. The Operation

Lifesaver rail safety campaign's goal is improved safety at rail crossings. The Division also administers the Federal Section 130 Crossing Improvement Program and the Section 190 State Grade Separation Program to improve and construct rail/vehicle crossings for increased safety.

- **FLEXIBILITY – Provide mobility choices through strategic partnerships.**

  The Rail Program focuses on the goal of flexibility, by developing the intercity passenger rail travel option as one of several mass transit options available to the traveling public and improving intercity rail connectivity to other transportation options.

- **RELIABILITY – Provide dependable travel times.**

  The Rail Program has on-time performance goals for its intercity passenger rail routes; most capital projects and many operating initiatives are focused on improving on-time performance.

- **PERFORMANCE – Optimize transportation system throughput.**

  The Rail Program strives to enhance throughput in two ways: first, capital projects and service improvements make the intercity passenger rail system more efficient; and second, intercity passenger rail travel improves the efficiency of the highway system by reducing highway travel.

- **STEWARDSHIP – Preserve and enhance California's resources and investments.**

  The Rail Program preserves California's investment in State-owned rail cars and locomotives. California has the largest fleet of State-owned rail equipment in the country.

- **DELIVERY – Improve delivery of projects and services.**

  The Rail Program delivers excellent performance in its capital program. The State's intercity rail capital program is by far the largest of any state-funded program in the nation.

THE BUSINESS STRUCTURE OF THE SAN JOAQUINS

The Department works to implement the vision set forth above in administering San Joaquin service. The State and Amtrak share responsibilities for operating train service. Amtrak operates the trains, and the Department is responsible for the oversight of the San Joaquin service through its operating contract with Amtrak. The Department coordinates functions such as marketing, scheduling, and on-board services with Amtrak. The State owns all San Joaquin equipment, while Amtrak maintains it.

Since the beginning of State support in 1979, the State and Amtrak have shared operating costs. The State's portion has steadily increased over time as Amtrak has worked to become more self-sufficient. In FFY 2003-04 Amtrak started charging states based on "full recovery of costs." This means that the state is responsible to pay all variable costs, while Amtrak continues to cover fixed costs.

The San Joaquin Valley Rail Committee is informed of all significant matters affecting the San Joaquins. It provides valuable input to the Department on all aspects of the service. Section 14074.8 of the Government Code provides that the Committee may confer with the Secretary of the Business, Transportation and Housing Agency on issues relating to intercity passenger rail service for the San Joaquin Route. The Committee consists of representatives from each county served by the San Joaquin trains and many of the connecting buses. Associate members represent Amtrak, the Public Utilities Commission, BNSF Railway (BNSF), Union Pacific Railroad (UP), the Metropolitan Transportation Commission, Southern California Association of Governments, and the Department.

In 2003-04, over 65 percent of San Joaquin passengers used a connecting bus at either the beginning or end of their trip, making the feeder bus system an essential part of the San Joaquin Route. The feeder bus system has been significantly expanded over the years so that the San Joaquins currently offer service to points as far north as Eureka/McKinleyville and as far south as Palm Springs/Indio and San Diego.

Ridership on the route has continued to grow, and the San Joaquin Route is now the fourth busiest route in the Amtrak national system outside of the Northeast Corridor. Ridership in FY 2003-04 was over 735,000. Since 1974, the Department and other agencies have committed over $680 million for station, track, signal, and equipment projects, as well as maintenance facilities on the Route, including both completed and programmed projects.

Figure 1.1 is a map of the San Joaquin Route and **Figure 1.2** is a map of all California State-supported intercity rail and feeder bus routes. **Figure 1.3** shows the current San Joaquin Route train schedule.

BUSINESS OUTLOOK

On the operations side, FFY 2003-04 was a fairly positive year for the San Joaquins. Although ridership of 738,540 was a 6 percent drop from 2002-03, this was primarily the result of some special events in 2003-04 including a levee break in the San Joaquin Delta in June, and a major track maintenance blitz in January. Also ridership was elevated in 2002-03 as a result of a two-month 50 percent off promotion that was not repeated in 2003-04. Still, the Route remains the fourth busiest in the Amtrak system outside of the Northeast Corridor.

Financial indicators for FFY 2003-04 were solid. Farebox return was 44.4 percent, 2.7 percent above 2002-03. Actual state cost was 5 percent ($1.5 million) below FFY 2002-03, due to control of expenses and increased revenue due to price adjustments.

The Route is poised for very positive ridership and financial results in the near-term. After many years of escalating costs, Amtrak has stabilized both the cost basis and actual costs. The current service level of six round trips offers many trip options for both business and leisure travelers. Amtrak and the Department working together continue to refine service options and marketing for the Route.

On the capital side, the Route is also on stable ground in the short run. The Department was able to complete important capital projects before the State funding crisis hit. These projects include: a new Bakersfield station; the Mococo Line Project from Martinez to Port Chicago with seven miles of new rail and Centralized Traffic Control (CTC); Sacramento to Stockton SP line improvements which allowed service to be initiated from Stockton to Sacramento, as well as other track projects that allowed increased speeds. Also in November 2004, the new Oakland Equipment Maintenance Facility was completed.

For 2004-05 and 2005-06, the Department has funds available to be able to complete a number of important capital projects, including renovation of the historic Fresno station to be completed later in 2005, construction of two double track segments (Calwa-Bowles and Shirley-Hanford) totaling 14.9 miles, new CTC between Port Chicago and Oakley and a siding at Pittsburg. The Fresno station will provide a greatly upgraded facility at the second busiest train station on the Route. The track and signal projects will improve reliability and reduce running times.

However, the availability of capital funding for the Route in the long term is uncertain. Due to severe funding constraints in the 2003-04, 2004-05 and 2005-06 State budgets, the new 2004 State Transportation Improvement Program (STIP) adopted in late 2004 did not program any new funding for intercity rail projects. It only includes projects that had been previously programmed in the 2002 STIP, but had not yet been allocated.

Figure 1.1 - San Joaquin Route Map

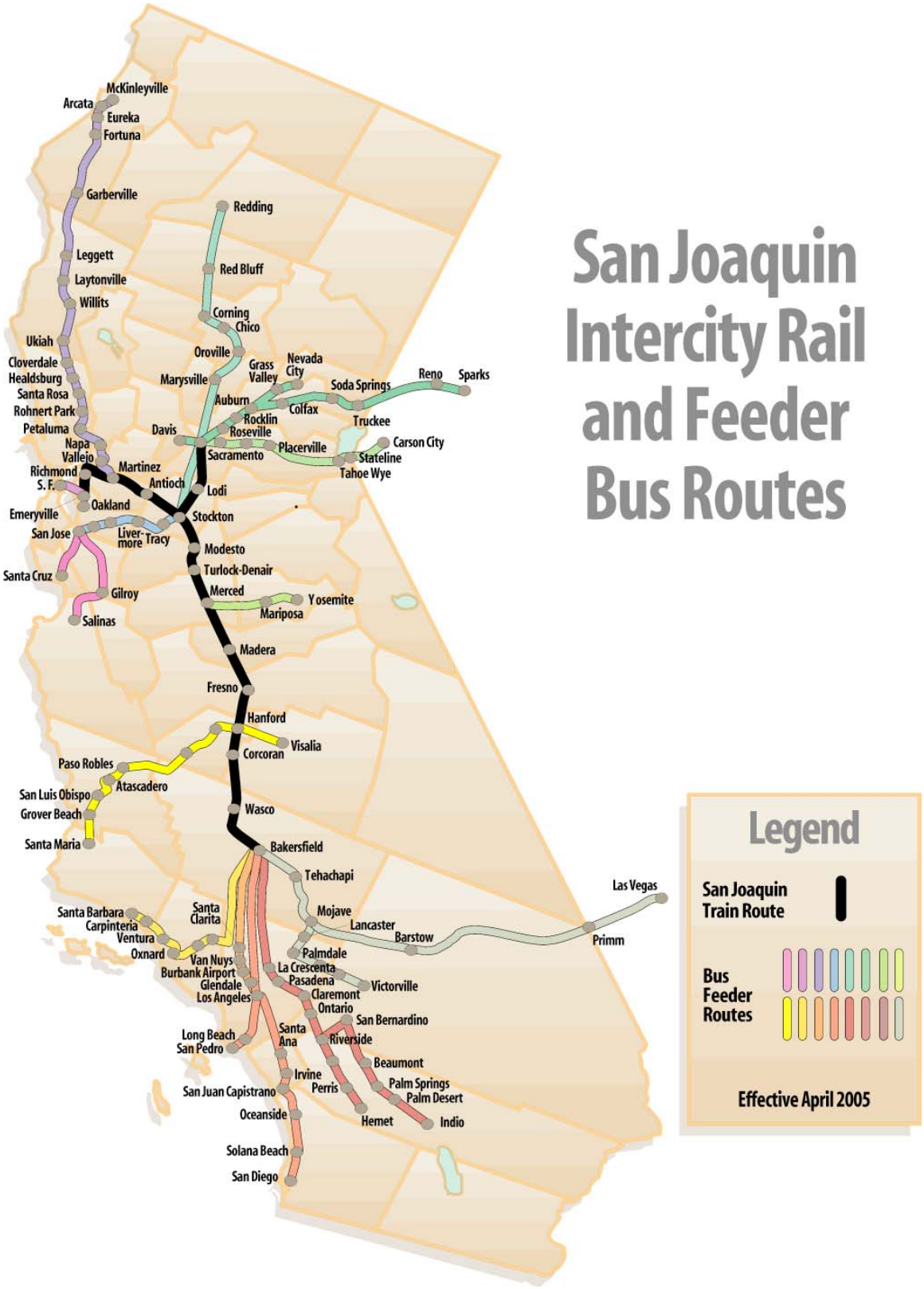


Figure 1.2 - State-Supported Intercity Rail and Feeder Bus Route Map

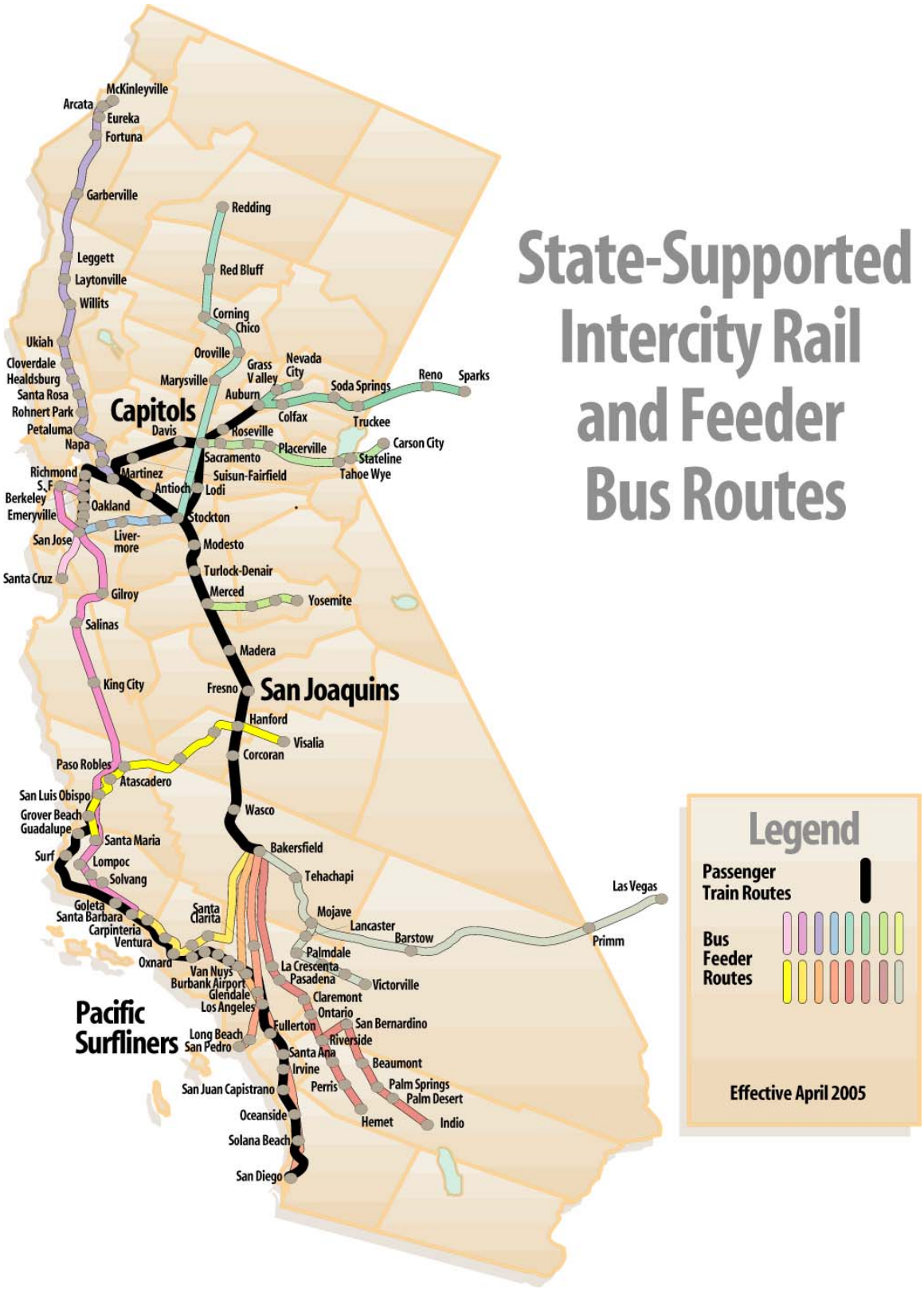


Figure 1.3 - San Joaquin Route Schedule

Southbound-Read Down — Northbound-Read Up

6616 ® Bus Daily		4404 ® Bus Daily	6616 ® Bus Daily		6614 ® Bus Daily	6612 ® Bus Daily		4402 ® Bus Daily	Final Effective November 17, 2004	6611 ® Bus Daily		4401 ® Bus Daily	6613 ® Bus Daily	6615 ® Bus Daily	6615 ® Bus Daily		4403 ® Bus Daily
PM		AM	PM		AM	AM		AM	*Route 99 & 34 Bus Connections*	AM		PM	PM	PM	PM		PM
5:15		*2:15*	*12:35*		*9:35*	*7:05*		*5:00*	Lv *SAN FRANCISCO-Ferry Bldg.* Ar	*11:20*		*1:45*	*4:55*	*7:45*	*10:15*		*11:50*
5:45		|	*1:05*		*10:05*	*7:30*		|	Ar *EMERYVILLE* Lv	*10:47*		|	*4:17*	*7:17*	*9:52*		|
PM		|	*PM*		*AM*	*AM*		|		*AM*		|	*PM*	*PM*	*PM*		|
↓		|	↓		↓	↓		|		↑		|	↑	↑	↑		|
718 ® San Joaquin Daily		|	716 ® San Joaquin Daily		714 ® San Joaquin Daily	712 ® San Joaquin Daily		|	711 ® San Joaquin Daily		|	713 ® San Joaquin Daily	715 ® San Joaquin Daily	717 ® San Joaquin Daily		|
PM		|	PM		AM	AM		|		AM		|	PM	PM	PM		|
5:50		*2:45*	1:05		10:05	7:30		*5:30*	Lv OAKLAND-Jack London Sq. (CC,21,99) Ar	10:55		*1:00*	4:25	7:25	10:00		*D11:20*
5:58		|	1:13		10:13	7:38		|	Ar EMERYVILLE (CC,99) Lv	10:45		|	4:15	7:15	9:50		|
6:00		|	1:15		10:15	7:40		|	Lv EMERYVILLE (CC,99) Ar	10:43		|	4:13	7:13	9:48		|
6:10		|	1:25		10:25	7:50		|	Richmond (CC)	10:25		|	3:56	6:50	9:24		|
6:40		|	1:55		10:55	8:20		|	Ar MARTINEZ (CC,7) Lv	10:00		|	3:31	6:25	8:58		|
6:43		|	1:58		10:58	8:23		|	Lv MARTINEZ (CC,7) Ar	9:57		|	3:28	6:22	8:55		|
7:02		|	2:17		11:17	8:42		|	Antioch	9:33		|	3:05	6:01	8:36		|
7:33		*5:00*	2:52		11:48	9:16		*7:10*	Ar STOCKTON (3,6,34) Lv	8:58		*11:30*	2:30	5:30	8:05		*D10:00*
3718 ® Bus Daily	704 ® San Joaquin Daily		3816 ® Bus Daily		3714 ® Bus Daily	3712 ® Bus Daily	702 ® San Joaquin Daily			3711 ® Bus Daily	701 ® San Joaquin Daily		3813 ® Bus Daily	3815 ® Bus Daily	3717 ® Bus Daily	703 ® San Joaquin Daily	
6:30	c 4:25		*1:50*		*10:25*	*8:00*	6:35		*Sacramento Train Service and Route 3 Bus Connection*	*9:50*	12:30		*3:35*	*6:20*	*8:55*	11:00	
|	5:05		*2:10*		*11:05*	*A 8:25*	7:15		Lv SACRAMENTO (CC,3,20,23) Ar	*9:15*	11:34		*D 2:45*	*D 5:45*	*D 8:20*	10:04	
|	5:20	← *5:05*	|		|	|	7:30	← *7:15* Lv Lodi (3) Ar	*D 9:05*	11:20	→ *11:25*	*D 2:35*	*D 5:35*	*D 8:10*	9:50	→ *9:55*
7:20	|	*PM*	*2:40*		*11:35*	*8:50*	|	*AM*	Ar *STOCKTON* Lv	*9:00*	|	*AM*	*2:30*	*5:30*	*8:05*	|	*PM*
PM	|		*PM*		*AM*	*AM*	|			*AM*	|		*PM*	*PM*	*PM*	|	
↓	|		↓		↓	↓	|			↑	|		↑	↑	↑	|	
7:37	|		2:56		11:52	9:20	|		Lv STOCKTON (3,6,34) Ar	8:54	|		2:26	5:26	8:01	|	
8:10	5:54		3:25		12:21	9:49	8:04		MODESTO (24)	8:23	10:49		1:57	4:56	7:27	9:18	
8:24	6:07		3:38		12:35	10:03	8:23		Turlock/Denair	8:06	10:34		1:42	4:41	7:12	9:02	
8:51	6:31		4:03		12:59	10:31	8:46		MERCED (15)	7:45	10:08		1:20	4:19	6:49	8:37	
9:23	7:07		4:39		1:36	11:02	9:17		Madera	7:11	9:34		12:41	3:41	6:11	8:05	
9:51	7:36		5:06		2:06	11:31	9:46		Ar FRESNO Lv	6:50	9:10		12:20	3:20	5:50	7:44	
9:55	7:40		5:10		2:10	11:35	9:50		Lv FRESNO Ar	6:46	9:06		12:16	3:16	5:46	7:40	
10:28	8:16		5:46		2:48	12:11	10:23		HANFORD (18)	6:12	8:32		11:36	2:36	5:06	7:01	
10:44	8:32		6:02		3:04	12:27	10:39		Corcoran	5:54	8:14		11:18	2:18	4:48	6:43	
11:15	9:03		6:36		3:37	12:55	11:15		Wasco	5:22	7:42		10:42	1:42	4:12	6:07	
11:56	9:43		7:21		4:16	1:46	11:58		Ar BAKERSFIELD (1,9,10,12,19) Lv	4:55	7:15		10:15	1:15	3:45	5:40	
PM	PM		PM		PM	PM	AM			AM	AM		AM	PM	PM	PM	
↓	↓		↓		↓	↓	↓			↑	↑		↑	↑	↑	↑	
5818 ® Bus Daily	5804 ® Bus Daily		5816 ® Bus Daily		5814 ® Bus Daily	5812 ® Bus Daily	5802 ® Bus Daily			5811 ® Bus Daily	5701 ® Bus Daily		5813 ® Bus Daily	5815 ® Bus Daily	5817 ® Bus Daily	5803 ® Bus Daily	
PM	PM		PM		PM	PM	PM		*Route 1 Bus Connection*	AM	AM		AM	PM	PM	PM	
11:59	*9:50*		*7:30*		*4:25*	*1:55*	*12:05*		Lv *BAKERSFIELD* Ar	*4:40*	*7:00a*		*10:00*	*1:00*	*3:30*	*5:25*	
2:45	*12:35*		*9:50*		*6:45*	*4:15*	*2:25*		Ar *LOS ANGELES* Lv	*1:25*	*3:55a*		*7:45*	*10:45*	*1:15*	*3:00*	
|	*AM*		*PM*		*PM*	*PM*	*PM*			|	*AM*		*AM*	*AM*	*PM*	*PM*	
|			↓		↓	↓	↓			|				↑	↑	↑	
|			*796 Train Daily*	*592 Train SSH*	*590 Train XSSH*	*784 Train Daily*	*582 Train XSSH(g)*			|				*565 Train Daily*	*769 Train Daily*	*775 Train Daily*	
|			PM	PM	PM	PM	PM		*San Diego Connections*	|				AM	PM	PM	
2:50			*10:10*	*8:35*	*7:35*	*5:10*	*g 4:10*		Lv *LOS ANGELES* Ar	*1:15*				*9:50a*	*12:15*	*2:40*	
5:35			*12:50*	*11:20*	*10:20*	*7:50*	*g 7:00*		Ar *SAN DIEGO* Lv	*10:00*				*7:05a*	*9:30*	*12:00*	
AM			*AM*	*PM*	*PM*	*PM*	*PM*			*PM*				*AM*	*AM*	*Noon*	

Notes: AFR: 39

See Page 5 for general notes.

AM - Light Face Type, PM - Bold Type.

A - Via Bus 3832 from Lodi to Stockton

g - On Saturdays, Sundays and Holidays, via Train 580 running 1:10 earlier.

® - Reservations required.

10/23/04 SMM/DOR

CHAPTER II
PERFORMANCE STANDARDS AND RESULTS

PERFORMANCE STANDARDS

The San Joaquin Route performance standards are included in **Figure 2.1**. The standards are categorized by usage, cost efficiency, and service quality. These categories were suggested in the Supplemental Report of the 2002 Budget Act.

- **Usage** is measured by ridership, the percent change in train passenger miles and train miles, and passenger miles per train mile.
- **Cost Efficiency** is measured by farebox ratio (operating revenues divided by operating costs), the percent change in total revenues and expenses, train revenue per train mile and train revenue per passenger mile (yield), train expenses per train mile, and train-only State costs per train mile and per passenger mile.
- **Service Quality** is measured by on-time performance and percent of available State-owned California equipment in service.

BASIS FOR ACHIEVEMENT OF PERFORMANCE STANDARDS

The performance standards for the budget year and the three future years are based on the short-range Operating, Marketing and Capital Action Plans laid out in Chapters III and IV of the Business Plan and the long-range actions presented in the 10-year California State Rail Plan. The intercity rail passenger service vision (discussed in Chapter I) serves as the basis for the Operating, Marketing and Capital Action Plans. Then the anticipated results of the Action Plans are analyzed to determine achievable future year performance standards (as shown in **Figure 2.1**).

For this 2005-06 San Joaquin Business Plan, a steady ridership increase (not connected to a service increase) will produce similar increases in revenues and expenses. The result is projected to be steady farebox ratio, at 44.5 percent in 2004-05, and 44.8 percent in 2008-09. The ridership and revenue increase will be the result of operating and marketing actions. These actions will promote the service, increase service amenities, and control costs. Additionally, the capital actions in the Capital Action Plan also contribute to the achievement of the performance measures. Capital projects will improve on-time performance, increase reliability and reduce running time, attract riders and provide an efficient and cost-effective service.

The key capital actions for 2004-05 through 2008-09 are:

- The new Oakland Maintenance Facility, completed in November 2004, will reduce equipment maintenance costs and improve equipment utilization.
- The renovation of the historic Fresno station, to open later in 2005, will provide greatly increased passenger amenities.
- Continuation of construction on double tracking two major track segments (Calwa to Bowles and Shirley to Hanford).
- Continuation of Phase I work on 17.6 miles of double track from Port Chicago to Oakley.
- Continuation of development of the Stockton and Madera stations.
- Replacement of the California Car fleet sign system with an automated system in 2005-06
- Continuation of the mid-life overhaul of the original California Cars.

On the operating side, the key actions for the rest of 2004-05 and 2005-06 are:

- Expansion of the Free Transfer program with local transit operators.
- Improvement of connecting feeder buses.
- Replacement of pathfinder signs on city streets.
- A fall, winter and spring advertising promotion.
- The expansion of the group travel program for school groups and seniors.
- Additional advertising partnerships.

State operating costs since 2002-03 have stabilized and the financial outlook for operations through the period under discussion (though 2008-09) is positive. Combined State operating costs for the San Joaquins and Pacific Surfliners are projected to remain steady for four years, from 2002-03 through 2005-06. State operating costs have never been constant for such a long period of time in the history of State-supported service. This situation is primarily the result of the change in cost basis in 2003-04, when Amtrak began charging the states on the basis of full recovery of direct costs. Under this cost basis, the State pays all direct costs, with Amtrak covering all fixed costs. Also, the Department tracks Amtrak expenses to ensure all billings are appropriate. Amtrak has been more effectively controlling expenses in recent years, with the addition of tighter management and cost-control measures.

The 2003-04 and 2004-05 standards are consistent with the Amtrak operating contract for those years. The 2005-06 standards are consistent with the Governor's Proposed Budget, with State costs (for the San Joaquins and Pacific Surfliners combined) remaining at the same level as in 2002-03, 2003-04 and

2004-05. The 2006-07 through 2008-09 standards are based on projections developed for the *California State Rail Plan 2003-04 – 2013-14* in conjunction with Amtrak. Ridership projections are based on the results of the Rail Ridership/Revenue Forecasting Model used by the Department and Amtrak.

The section in **Figure 2.1** titled "Operating Results" includes the base data from which the performance standards were derived (revenues, expenses, State costs, etc.). This section also provides the comparison of the standards to the actual data for FFY 2003-04. The funds for Amtrak service in the State budget are used for an annual operating contract period that coincides with the FFY. Thus, all data is shown on the basis of the October-September FFY.

Comparison of FFY 2003-2004 Performance Standards and FFY 2003-2004 Actual Results

In FFY 2003-04, the actual ridership of 738,540 was below the standard of 804,100 by 65,560, or 8.2 percent. A number of factors contributed to the below projected ridership. First, in January 2004, a maintenance "track blitz" took portions of the track between Bakersfield and Fresno out of service for a two-week period. This caused a 15.3 percent decrease from January 2003 ridership. Next, March 2004 ridership was 20.5 percent below March 2003 ridership. This drop was because in March 2003 there was a "50 Percent Off" fare promotion that caused a significant spike in ridership, as the San Joaquins are the most price-sensitive of the three intercity passenger rail routes. Then June, July and even August were negatively affected by the June 4 San Joaquin Delta levee break that severely disrupted service for over a month. Train schedules were not back to normal until August 2004.

On the other hand, farebox return in 2003-04 was 44.5 percent, 0.6 percent above the standard of 43.9 percent, and 4.2 percent above the 2002-03 farebox return of 40.2 percent. The positive farebox return was the result of expenses being lower than projected, due to careful expense monitoring and revenues being higher than 2002-03 when a major fare promotion was in effect.

On-time performance (OTP) in FFY 2003-04 was 56 percent, 27 percent below the standard of 83 percent. Reduced OTP is the result of a number of factors. Over 90 percent of the 314-mile San Joaquin Corridor from Bakersfield to Oakland is single-track. OTP on a single-track railroad is particularly sensitive to increases in traffic and service disruptions (i.e., crossing accidents, broken rails, and maintenance of way). In the past year freight traffic has increased significantly on the San Joaquin Corridor because the ports of California have received a record amount of imports, and there has been increased demand for railroads to transport these goods. This upturn in freight traffic has further constrained this predominantly single-track corridor and negatively impacted OTP. Additionally, the June 4, 2004 San Joaquin Delta levee break disrupted service for over a month and had a negative impact on OTP.

FFY 2004-05 Performance Standards

The 2004-05 performance standards show a 2.3 percent ridership increase, and a 3.3 percent revenue and expense increase from actual results in the prior year. Farebox return is projected to remain at 44.5 percent. Overall, the standards show a steady growth, realistic for the state of the economy.

Actual results from the first quarter in FFY 2004-05 (October – December 2004) are very positive. Ridership was up 5 percent and revenue was up about 4.7 percent compared to the same period in 2003-04. However, a maintenance track blitz in late January and early February 2005 on the BNSF eroded the initial results for FFY 2004-05. Ridership in the second quarter in FFY 2004-05 (January-March) was down 1 percent.

OTP for 2004-05 is projected to be 75 percent. Actual results from the first quarter in FFY 2004-05 (October – December 2004) was positive with OTP at 76.8 percent. However, OTP for January-March 2005 was down to 53.7 percent, due in part to two major events: the aforementioned BNSF maintenance track blitz and another major track work project on the UP between Bakersfield and Mojave in February and March. Although the San Joaquins do not operate over this UP section, the UP route east from Bakersfield is the only freight route out of the San Joaquin Valley and is utilized by both UP and BNSF. Disruption of this line east of Bakersfield has a negative effect on the BNSF due to a restriction of the BNSF freight trains waiting to head east on the UP line. Consequently, these freight trains back up along the route of the San Joaquins, and resulted in passenger train delays.

The Department is working aggressively with BNSF, UP and Amtrak to implement measures to enhance schedule reliability, including supplemental dispatcher training and closely monitoring passenger train delays. Additionally, a number of track and signal projects are projected to be completed in 2004-05 that will improve reliability. These projects include 14.3 miles of double track between Fresno and Hanford, and installation of CTC between Port Chicago and Oakley.

FFY 2005-06 Performance Standards

The performance standards for this year are based on the 2005-06 Proposed Governor's Budget. The standards include a 2.3 percent ridership increase, a 3.3 percent revenue, and a 3.0 percent expense increase from projected results in the prior year. Farebox return is projected at 44.6 percent. OTP is projected to increase to 85 percent, primarily the result of the completion of capital projects mentioned above to improve reliability.

FFY 2006-07 – 2008-09 Performance Standards

The performance standards for these three years are based on projections for the *California State Rail Plan 2003-04 – 2013-14* developed in conjunction with Amtrak and assume no new services in these years. In all years, the ridership standard is a 2.3 percent increase, revenue a 3.3 percent increase, and expense a 3.0 to 3.2 percent increase from the prior year standards.

HISTORICAL PERFORMANCE PRIOR TO FFY 2003-04

Figure 2.2 shows ridership and financial performance data on an annual (State FY) basis from the start of State-supported service in 1979-80 through 2003-04. (Note that **Figure 2.1** is on the basis of a FFY, so the annual data on **Figures 2.1** and **2.2** are not the same.) **Figure 2.3** provides three graphs that show the route's historical ridership and financial trends. The two figures provide information on the historical basis for the performance measures discussed in this chapter.

As can be seen in **Figures 2.2** and **2.3**, ridership has climbed fairly steadily over the years, with only a few years when ridership dipped below the prior year's level. Farebox return in the late-1980's was also impressive, peaking at 86.9 percent in 1988-89. However, the trend in passenger-miles per train mile (PM/TM), a measure of the average number of passengers on a train over its entire route, has not been as consistent. In other words, train service has increased without the same level of ridership increase, making average expenses per passenger higher. PM/TM was at its highest level in 1988-89 and has fluctuated since then.

The San Joaquins' financial performance has been impacted by a number of interrelated factors. First, the introduction of the third train in December 1989 increased expenses by about 70 percent, but ridership only increased initially by about 25 percent. Farebox return dropped from its peak of 86.9 percent in 1988-89 to 68.8 percent in 1990-91 (the first full year of third train service). Generally, when a new train is added, initially farebox return drops because expenses rise immediately, while ridership adjusts more slowly to a new train.

Next, in an effort to reduce its need for federal operating subsidy, Amtrak started increasing the cost basis charged to the State. When the fourth train was added in October 1992, Amtrak charged the higher long-term avoidable cost basis on this train. The lower short-term avoidable cost basis remained on all other trains. As a result of the new train and the higher cost basis, expenses increased 44 percent between 1991-92 and 1993-04 (the first full year of fourth train service), and ridership only increased by 16 percent. The drop in farebox return was not quite as large on the fourth train as on the third train: farebox dropped from 66.4 percent in 1991-92 to 52.1 percent in 1993-94.

Then in October 1996, Amtrak changed the cost basis to a full cost basis for all trains, with the result being that billed expenses increased dramatically. Between 1995-96 and 1996-97, billed expense increased by 36 percent even though service levels did not increase. This is primarily the reason for the drop in the farebox return from 49.2 percent to 40.0 percent in these years. An interesting note is that in 1996-97 and 1997-98 ridership and PM/TM climbed significantly, but couldn't overcome the increase in expenses caused by the change in cost basis.

In summary, starting in the 1990's, the San Joaquins' financial performance was hard hit by two factors. First, the introduction of the third and fourth trains added significant costs without adequate initial corresponding ridership and revenue increase to offset costs. Second, Amtrak increased the cost basis throughout those years so that the State was being charged significantly higher expenses for service.

Since then the Department has been able to add the two Bakersfield–Sacramento trains and still maintains a fairly stable farebox return. Between 1998-99 and 2002-03 farebox has averaged 43.4 percent (with a high of 45.3 percent and a low of 40.2 percent). As mentioned above, on longer distance corridor routes, such as the San Joaquins, the addition of service usually results in a temporary drop in farebox return. However, the demand for these new trains was strong as the farebox dropped only slightly with the addition of both Sacramento trains, and climbed to prior year levels after one year.

Figure 2.1- San Joaquin Route Performance Standards

SAN JOAQUIN ROUTE PERFORMANCE STANDARDS										
Federal Fiscal Year (FFY) Ω		**FFY 2003-04**				**FFY 2004-05**	**FFY 2005-06**	**FFY 2006-07**	**FFY 2007-08**	**FFY 2008-09**
	T&B #	**ACTUAL**	**STANDARD•**	**VARIANCE ACTUAL TO STANDARD**	**PERCENT CHANGE**	**CURRENT YEAR STANDARDΔ•**	**BUDGET STANDARD ♦**	**PROJECTED STANDARD §**	**PROJECTED STANDARD §**	**PROJECTED STANDARD §**
NUMBER OF DAILY ROUND TRIPS		6	6			6	6	6	6	6
USAGE										
Route Ridership	#	**738,540**	**804,100**	**(65,560)**	**-8.2%**	**755,500**	**772,900**	**790,700**	**808,900**	**827,500**
Average Daily Ridership	#	2,018	2,197	(179)	-8.2%	2,070	2,118	2,166	2,210	2,267
Percent Change in Route Ridership	#	--	--	--	--	2.3%	2.3%	2.3%	2.3%	2.3%
Percent Change in Train Passenger Miles		--	--	--	--	2.3%	2.3%	2.3%	2.3%	2.3%
Percent Change in Train Miles		--	--	--	--	0.1%	0.0%	0.0%	0.0%	0.0%
Passenger Miles per Train Mile (PM/TM)		85.2	93.6	(8.4)	-9.0%	87.1	89.1	91.2	93.3	95.4
COST EFFICIENCY										
Farebox Ratio (Train and Bus Service)	#	**44.5%**	**43.9%**	**0.6%**	--	**44.5%**	**44.6%**	**44.7%**	**44.8%**	**44.8%**
Percent Change in Total Revenue	#	--	--	--	--	3.3%	3.3%	3.3%	3.3%	3.3%
Percent Change in Total Expenses	#	--	--	--	--	3.3%	3.0%	3.0%	3.2%	3.2%
Train Revenue per Train Mile		$ 11.40	$ 11.77	$ (0.37)	-3.1%	$ 12.16	$ 12.56	$ 12.97	$ 13.40	$ 13.85
Train Revenue per Passenger Mile (Yield)		$ 0.13	$ 0.13	$ 0.01	6.4%	$ 0.14	$ 0.14	$ 0.14	$ 0.14	$ 0.15
Train Expenses per Train Mile		$ 28.53	$ 29.48	$ (0.95)	-3.2%	$ 29.93	$ 30.84	$ 31.76	$ 32.72	$ 33.70
Train Only State Cost per Train Mile		$ 17.13	$ 17.71	$ (0.58)	-3.3%	$ 17.77	$ 18.27	$ 18.79	$ 19.32	$ 19.86
Train Only State Cost Per Passenger Mile		$ 0.20	$ 0.19	$ 0.01	6.2%	$ 0.20	$ 0.21	$ 0.21	$ 0.21	$ 0.21
SERVICE QUALITY										
On Time Performance		**56%**	**83%**	**-27%**	--	**75%**	**85%**	**85%**	**85%**	**85%**
Percent of California Equipment Available		91%	90%	1%	--	90%	90%	90%	90%	90%
OPERATING RESULTS										
TRAIN AND BUS	#									
Total Revenue	#	$ 21,928,747	$ 21,929,500	$ (753)	0.0%	$ 22,653,200	$ 23,400,700	$ 24,172,900	$ 24,970,600	$ 25,794,700
Total Expenses	#	$ 49,292,500	$ 49,989,500	$ (697,000)	-1.4%	$ 50,930,800	$ 52,463,000	$ 54,040,600	$ 55,781,200	$ 57,578,200
Total State Operating Cost *	#	**$ 27,363,753**	**$ 28,385,000**	**$ (1,021,247)**	**-3.6%**	**$ 28,602,600**	**$ 29,287,300**	**$ 30,192,700**	**$ 31,135,600**	**$ 32,108,500**
TRAIN ONLY										
Train Only Revenue		$ 15,220,974	$ 15,724,400	$ (503,426)	-3.2%	$ 16,243,300	$ 16,779,300	$ 17,333,000	$ 17,905,000	$ 18,495,900
Train Only Expenses		$ 38,094,422	$ 39,387,800	$ (1,293,378)	-3.3%	$ 39,988,700	$ 41,192,600	$ 42,432,100	$ 43,708,400	$ 45,022,500
Train Only State Operating Cost		$ 22,873,448	$ 23,663,400	$ (789,952)	-3.3%	$ 23,745,400	$ 24,413,300	$ 25,099,100	$ 25,803,400	$ 26,526,600
Passenger Miles		113,754,130	125,022,000	(11,267,870)	-9.0%	116,370,400	119,046,900	121,785,000	124,586,100	127,451,600
Train Miles		1,335,168	1,335,900	(732)	-0.1%	1,335,900	1,335,900	1,335,900	1,335,900	1,335,900

- T&B Includes train and bus results. All other elements are train only.
***** - Includes payments to Amtrak for minor capital projects not included in any other line item.
Δ - Percent changes refer to the difference between the FFY 2004-05 Standard and the FFY 2003-04 Actual.
• - FFY 2003-04 and 2004-05 standards based on Amtrak contracts for those years.
♦ - FFY 2005-06 based on Proposed Governor's Budget.
§ - FFY 2006-07 - 2008-09 projected standards based on Amtrak projections.
Ω - $ shown in current year $, and are not inflated.
NOTE 1 - Performance measures not calculated where no standard was developed.
NOTE 2 - Percents of change not shown when measure itself is a percent.

Figure 2.2 - San Joaquin Route Annual Operating Performance

SAN JOAQUIN Route

Annual Operating Performance - State Fiscal Years

State Fiscal Year		Ridership Data		Financial Data for Operations						
		Ridership	PM/TM	Revenue	Expense	Loss	State Cost	Amtrak Cost	Train Loss per PM	Farebox Ratio
	Notes		(F1)		(F2)		(F3)	(F4)	(F5)	(F6)
1973-74	(S1)	38,770	83.6							
1974-75		66,990	44.2							
1975-76		66,530	43.8							
1976-77		87,642	56.0							
1977-78		80,611	52.7							
1978-79		87,645	60.2							
1979-80	(S2)	123,275	63.6	$ 1,174,065	$ 3,975,185	$ 2,801,120	$ 518,206		18.4¢	29.5%
1980-81		159,498	55.3	$ 2,224,137	$ 6,940,934	$ 4,716,797	$ 1,360,391		18.4¢	32.0%
1981-82		189,479	65.3	$ 3,115,710	$ 7,774,029	$ 4,658,319	$ 2,228,585		14.0¢	40.1%
1982-83		186,121	62.9	$ 3,342,137	$ 7,991,697	$ 4,649,560	$ 2,490,275		14.6¢	41.8%
1983-84		248,275	85.3	$ 4,730,431	$ 8,094,789	$ 3,364,358	$ 2,518,066		7.3¢	58.4%
1984-85		269,837	94.6	$ 5,210,951	$ 8,641,293	$ 3,430,342	$ 2,802,955		7.7¢	60.3%
1985-86		280,798	101.1	$ 5,425,329	$ 8,610,554	$ 3,185,225	$ 2,658,895		6.8¢	63.0%
1986-87		304,668	106.1	$ 6,084,677	$ 9,179,133	$ 3,094,456	$ 2,929,148		5.1¢	66.3%
1987-88		340,573	121.1	$ 7,457,686	$ 9,633,659	$ 2,175,973	$ 2,605,572		2.2¢	77.4%
1988-89		370,190	133.7	$ 9,527,268	$ 10,968,216	$ 1,440,948	$ 1,887,450		1.3¢	86.9%
1989-90	(S3)	418,768	116.9	$ 11,845,743	$ 15,286,520	$ 3,440,777	$ 3,544,332		3.2¢	77.5%
1990-91		463,906	104.1	$ 12,691,986	$ 18,456,785	$ 5,764,799	$ 5,803,565		4.9¢	68.8%
1991-92		483,593	104.3	$ 12,369,805	$ 18,633,777	$ 6,263,972	$ 6,472,598		4.3¢	66.4%
1992-93	(S4)	516,113	109.6	$ 12,628,496	$ 22,227,149	$ 9,598,653	$ 10,789,651		6.5¢	56.8%
1993-94		558,569	94.6	$ 13,894,624	$ 26,678,861	$ 12,784,237	$ 12,335,021	$ 3,937,150	8.3¢	52.1%
1994-95		524,680	88.8	$ 12,244,668	$ 25,077,153	$ 12,832,485	$ 12,668,018	$ 3,705,069	9.7¢	48.8%
1995-96		526,088	86.6	$ 12,477,497	$ 25,386,099	$ 12,908,602	$ 14,483,048	$ 1,360,327	11.8¢	49.2%
1996-97		652,544	106.1	$ 13,817,681	$ 34,528,165	$ 20,710,484	$ 16,265,387	$ 5,672,236	18.6¢	40.0%
1997-98		702,178	118.0	$ 15,230,966	$ 36,517,290	$ 21,286,324	$ 17,190,515	$ 4,493,597	17.7¢	41.7%
1998-99	(S5)	680,687	102.8	$ 16,496,457	$ 37,269,835	$ 20,773,378	$ 19,938,254	$ 1,712,168	17.6¢	44.3%
1999-00		671,295	92.7	$ 18,061,512	$ 41,791,782	$ 23,730,270	$ 24,232,326	$ 652,236	19.0¢	43.2%
2000-01		710,833	97.9	$ 19,667,681	$ 43,404,325	$ 23,736,644	$ 24,350,127	$ 540,809	18.2¢	45.3%
2001-02	(S6)	733,152	96.9	$ 20,114,693	$ 46,503,548	$ 26,388,855	$ 26,281,035	$ 396,392	20.0¢	43.3%
2002-03		769,708	89.9	$ 20,318,564	$ 50,552,529	$ 30,233,965	$ 29,729,650	$ 504,315	21.7¢	40.2%
2003-04		752,227	87.2	$ 22,100,796	$ 50,061,460	$ 27,960,664	$ 27,960,664	$ 89,345	20.5¢	44.1%
TOTAL		**12,065,243**		**$ 282,253,560**	**$ 574,184,767**	**$ 291,931,207**	**$ 274,043,734**			

(S1) Service started 3/6/74 with one round-trip between Oakland and Bakersfield. Data is for four months only.

(S2) State support started 10/1/79. Data is for nine months, during which time ridership totaled 93,206. Second round trip added 2/3/80 between Oakland and Bakersfield.

(S3) Third round trip added 12/17/89 between Oakland and Bakersfield.

(S4) Fourth round trip added 10/25/92 between Oakland and Bakersfield.

(S5) Fifth round-trip added 2/21/99 between Sacramento and Bakersfield.

(S6) Sixth round-trip added 3/18/02 between Sacramento and Bakersfield.

(F1) Passenger-miles per train mile (PM/TM), a measure of the average load on a train over its entire route.

(F2) Prior to October 1983, all trains billed on solely related cost basis. From October 1983 through September 1995, all trains billed on short term avoidable cost basis, except fourth round trip billed at long term avoidable cost basis. Effective October 1995, all trains billed on long term avoidable cost basis. Effective October 1996, all trains billed on Full Cost (Train, Route and System) Basis. Includes cost of connecting buses. Depreciation and interest (equipment capital cost) included in operating cost under solely-related cost basis but excluded and charged separately under short-term, long-term avoidable and full cost bases.

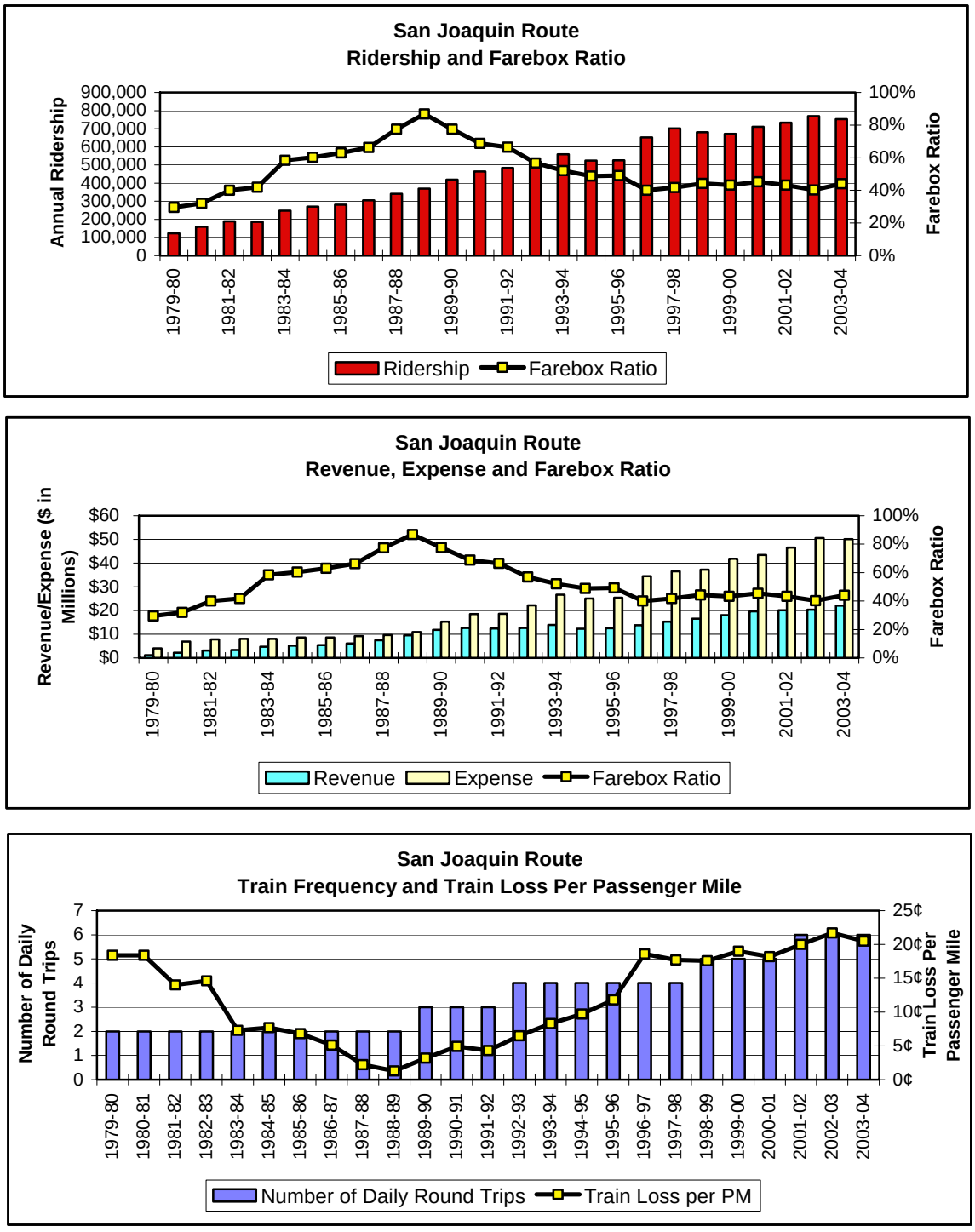
(F3) From October 1979 through September 1983, State cost increased in stages from 18.5 to 48.5 percent of operating loss (including equipment costs). Between October 1983 and September 1995, State cost was 65 percent of train operating loss for first three round trips, plus 50 percent of depreciation and interest (equipment capital cost). For the fourth round trip, State cost was 70 percent of train operating loss plus equipment capital cost. Between October 1995 and September 1996, State cost was 100 percent of train operating loss and 60 percent of equipment capital cost. Between October 1996 and September 1997, State cost was 65 percent of train operating loss. Effective October 1997, State is billed contractually specified percentages of most individual cost elements, plus a fixed amount for certain other cost elements. Also includes State payment of costs of special agreements with Amtrak for use of equipment, and State payment of entire net cost of all connecting bus routes.

(F4) Beginning in State Fiscal Year 1993-94, Amtrak cost is based on billings submitted and reflects cost bases and Amtrak shares as stated in notes (F2) and (F3) above, but does not include the unbilled Amtrak share of fixed cost elements. Prior to FY 1993-94, data to calculate Amtrak cost is not available. Does not represent the difference between Loss and State Cost, as the latter includes bus expenses and equipment capital costs not included in Amtrak costs.

(F5) Train loss (deficit) per train passenger-mile. Connecting buses not included in loss per passenger mile data.

(F6) Farebox Ratio, the ratio of Revenue to Expense.

Figure 2.3 – San Joaquin Route Financial Trends -- SFY 1979-80 through 2003-04



Note: See the footnotes to Figure 2.2 and the section in Chapter II titled "Historical Performance Prior to FFY 2003-04" for explanation of how the changes to Amtrak's cost basis reduced the farebox ratio.

CHAPTER III
OPERATING AND MARKETING PLANS

OPERATIONS

OPERATING ACTION PLAN

System Connectivity

- Expand "Free Transfer" program to additional transit operators in Valley cities such as Stockton and Bakersfield in 2004-05 and 2005-06.
- Inventory and replace Amtrak station pathfinder signs on city streets and adjacent to state highways in 2004-05.

Passenger Information

- Complete installation of electronic passenger information signs at all San Joaquin stations by the spring of 2005.
- Redesign Amtrak California website to be more useful to users, including quicker downloads, airport access information, and additional transit information.

Food Service

- Conduct on-board food tasting and surveys in 2005 and 2006 to improve quality and allow items offered to be based on passenger input.

On-time Performance

- Reach on-time performance goal of 75 percent in 2004-05 and 85 percent for 2005-06 as a result of working with the BNSF Railway, Union Pacific Railroad, and Amtrak to identify and implement measures to enhance schedule reliability.
- Complete construction on double tracking two major track segments totaling 14.3 miles (Calwa to Bowles and Shirley to Hanford) by the fall of 2005 to improve overall reliability.

Amtrak Bus Operations

- Conduct twice-yearly route and segment bus evaluations to determine cost recovery. Make adjustments or discontinue routes as necessary.

Route Description

The San Joaquin Route presently extends 314 route miles between Oakland and Bakersfield with 13 intermediate stops. The route between Sacramento and

Bakersfield is 282 miles with 11 intermediate stops. Total route miles are 363. Scheduled train running time between Oakland and Bakersfield averages 6 hours-13 minutes. Overall average speed, including station dwell time, is 50 mph. Scheduled train running time between Sacramento and Bakersfield averages 5 hours-19 minutes, and overall average speed is 53 mph.

Predominant right-of-way ownership is by the BNSF, successor company to Atchison, Topeka and Santa Fe Railway (ATSF), between Port Chicago and Bakersfield. UP owns 39 miles between Oakland and Port Chicago and 49 miles between Stockton and Sacramento (UP acquired the Southern Pacific (SP) in 1996). Amtrak operates the San Joaquins under provisions of its contracts with BNSF and UP.

Service Levels

The most recent service addition to the San Joaquin fleet is the sixth daily train, operating between Sacramento and Bakersfield that started on March 18, 2002. Now two trains operate from Bakersfield to Sacramento, and four trains operate from Bakersfield to Oakland. The Sacramento trains operate on the newly upgraded UP line and includes a new stop at Lodi where the city has refurbished the former SP station into a transportation center.

The current schedule for the two Sacramento-Bakersfield trains is an early morning departure in both directions, with a late afternoon/evening return, also in both directions. These trains make day trips in either direction possible and attractive for business and leisure travelers in the Valley. With the addition of a second Bakersfield-Sacramento round-trip in March 2002, the Route provides more travel options to both the Bay Area and Sacramento.

The first San Joaquin round-trip from Bakersfield to Sacramento was inaugurated in February 1999. This train provided direct rail service between Sacramento and the San Joaquin Valley for the first time since 1971. Although all San Joaquin trains to and from Oakland have offered dedicated Sacramento bus connections since 1980, restoring direct train service to Sacramento had been a high priority for the San Joaquin Route for many years. (The four round-trips between Oakland and Bakersfield continue to offer bus connections to Sacramento.)

The Department does not project market demand in the near future for additional round-trips. The current San Joaquin Route schedule for six round-trips is shown in **Figure 1.3**.

Intercity Passenger Rail System Connectivity

The Department strives to make the San Joaquin intercity passenger rail system as "seamless" as possible with excellent connectivity to other transportation systems. Designing for connectivity enters into virtually every aspect of operations, marketing and capital planning. The San Joaquin connecting bus system connects to all cities in the state with populations over 200,000 that are not directly served

by the train. The train directly serves Oakland, Sacramento, Stockton, Modesto, Fresno, and Bakersfield. Buses service Los Angeles, San Francisco, San Jose, San Diego, Long Beach, Santa Ana, Anaheim, Riverside, Fremont and Glendale. The buses also serve rural areas throughout the state. In 2003-04, over 65 percent of all San Joaquin passengers used at least one connecting bus as a portion of their trip.

Once the passenger finishes the San Joaquin train or bus trip, the Department works to assure that connections with commuter rail and urban transit services are convenient. The San Joaquins stop at stations with connections to Caltrain, BART, San Francisco Muni, Santa Clara County Light Rail, and Sacramento Regional Transit. In addition, the network of commuter rail and transit systems in Southern California is accessible by San Joaquin route passengers by utilizing the dedicated connecting bus service at Bakersfield. (See the Appendix for further detail on these systems.)

In 2003-04, the Department started the "Free Transfer" Program where conductors on the train offer free transfers to participating transit services. The Department in 2003-04, completed agreements with Alameda-Contra Costa Transit District, the Central Contra Costa Transit Authority, and Sacramento Regional Transit District. A similar agreement with Fresno Area Express took effect on January 1, 2005. The Department will work in 2004-05 and 2005-06 to develop additional agreements with transit operators in Valley cities, such as Stockton and Bakersfield. The Department's goal is to eventually add all major bus transit providers with links to the San Joaquins to this program.

The San Joaquin Route also connects to Amtrak's California and national intercity rail passenger network. Many passengers use the San Joaquins as part of a longer rail trip. Coordination of schedules with other services generates additional ridership and can improve overall efficiency. The San Joaquins connect to the following corridor and long distance routes: Pacific Surfliner, Capitol Corridor, Coast Starlight, California Zephyr and Southwest Chief. (See the Appendix for further detail on these routes.)

Finally, the Department works to ensure that the trains are well connected to streets and highways through proper design of stations and signage. In 2003-04, a survey of Amtrak pathfinder signs along the major highways in the Central Valley revealed signs to be absent in various areas. New signs were erected to direct highway travelers to Amtrak stations. Plans for 2004-05 include an inventory and replacement of Amtrak station pathfinder signs on city streets or adjacent to the state highways.

Passenger Information

Passenger information serves both a marketing and operational function. The Department is continually looking for new ways to inform customers and potential customers about San Joaquin service, transit, air and auto connections to

San Joaquin trains and buses, as well as locations served by San Joaquin trains and buses. Passenger information devices include printed materials; signage and displays at stations, bus stops and on streets and highways; an Internet website; and telephone information. In the last few years, additional emphasis has been placed on providing information on the "total trip" including extensive information on destinations.

The San Joaquin Route timetable provides the most essential passenger information. The timetable is updated with every schedule change and provides extensive passenger information including: train and connecting Amtrak bus schedules; listing of connecting transit services, including detailed information on commuter rail connections; and station information.

Passenger information is provided at train stations and bus stops. The timetable is displayed on "Info Posts" at all train stations (on the platform) and bus stops (at the stop). In the fall of 2003, new passenger information displays were installed at all staffed and unstaffed stations in the Valley. These displays include local area maps showing hotels, restaurants, rental car agencies and other services near the station along with phone numbers. Each Info Post is updated with every schedule change.

To improve passenger information at stations, electronic Passenger Information Display Systems are being installed that will provide real-time audio and visual information on train arrivals and departures. This system will be especially helpful at unstaffed stations. The system will be installed at all stations on the San Joaquin route by spring 2005.

On the trains, passenger information is also being improved. The Department is planning to replace the outdated destination sign system on the California Car fleet with new destination signs and an automated passenger information system. The new system will incorporate up-to-date passenger information system technology that meets all current standards for audible and visual messaging, real-time service messages, automated train location and text uploading, diagnostics, and animated graphics. This system will be applied to all 78 railcars in the northern California fleet. The Department plans to award the sign replacement contract in 2004-05 and complete the work in 2005-06.

The Department developed and distributed in the spring of 2004, a San Joaquin Destination Guide featuring detailed information about services available near all Amtrak stations on the San Joaquin route. The guide was distributed to stations, placed on trains and mailed to interested parties. The response to the guide has been very positive. To develop the guide, staff conducted site visits and surveys of stations to assess services near the stations. Then local businesses and chambers of commerce were contacted for current information to be included in the Destination Guide.

The Department provides an Internet website page for California Amtrak services at amtrakcalifornia.com. The site has had about 775,000 hits since May 2001. A goal of the website is to provide the user with the information necessary to take a train trip and also extensive information on destinations. The site has exhaustive information on the San Joaquins. One of its most useful features is a separate page for every San Joaquin train and bus stop that includes information on the station, a map of the station and environs, a printable map, many internet links to local rail and bus transit agencies, places of interest, and local tourist organizations. The website is currently being redesigned to be more useful to the user including quicker downloads, airport access information, additional transit information, and additional information on Kids 'N Trains and senior travel.

Food Service

Each San Joaquin train has a dining car, which offers a full meal on a tray, light meals (i.e., sandwiches), snacks, drinks, beer and wine. The dining car has a variety of seating arrangements available, or passengers can take food and drinks back to their own seat. The dining car is staffed by Amtrak employees. Food is stocked in Oakland.

The "Eat Easy" meal service that provides a full meal on a tray is available on all trains. To increase awareness of this service that was introduced in October 2002, seat back menu cards have been produced since 2003 to provide passengers information on the food service in the cafe car. Sales of these meals remain at a moderate pace.

The Point-of-Sale (POS) system was fully implemented in 2003 and provides ongoing accounting of sales and inventory. This information provides management with the tools to adjust inventory and food selections on a regular basis. Approximately every four months, menu items are added or deleted based on the POS system input.

During the summer of 2004, three food vendors provided samples of their snack products for on-board taste testing. Passengers were asked to rate the products in several categories. Based on passenger input, one product was removed from the menu. In addition, during this same time frame, samples of new entree items were made available to passengers riding four San Joaquin trains. The passengers were again asked to rate the products. In this case, all items received high marks and were retained on the "Eat Easy" menu.

In January 2005, the Department along with the CCJPA and Amtrak conducted a taste test to secure a coffee vendor for Amtrak California trains in northern California. The new coffee vendor will be supplying coffee beans and service and maintenance of the coffee equipment on all State-owned rail dining car equipment. In addition, the vendor will be participating in a marketing campaign to improve visibility of their product and increase sales in the dining car.

Plans for 2005 and 2006 include a continuation of the on-board taste testing of new entrees and vendor participation in food product sampling of snack items. Advertising materials will continue to be updated with a new look every time the menu is changed to encourage passengers to use the dining car.

On-Time Performance

On-time performance (OTP) over the years on the San Joaquins has varied. OTP on this route is difficult to maintain because over 90 percent of the 314-mile San Joaquin Corridor from Bakersfield to Oakland is single-track. OTP on a single-track railroad is particularly sensitive to increases in traffic and service disruptions (i.e., crossing accidents, broken rails, and maintenance of way). In FFY 2000-01 OTP was 67 percent, in FFY 2001-02 OTP was 78 percent, and in FFY 2002-03 OTP fell to 62 percent. Increased OTP in FFY 2001-02 was the result of extensive Department financed track work and subsequent negotiations between Amtrak and BNSF. Reduced OTP in 2002-03 was the result of a number of factors. First, BNSF's economic projections had anticipated the downturn in the economy would reduce freight traffic and consequently took track and sidings out of service. However, freight traffic did not reduce as anticipated, causing track congestion and decreasing OTP. Also, deferred track maintenance and dispatching issues on the BNSF and UP negatively impacted OTP.

OTP in FFY 2003-04 was 56 percent, 27 percent below the standard of 83 percent. In 2003-04, freight traffic increased significantly on the San Joaquin Corridor because the ports of California received a record amount of imports, and there has been increased demand for railroads to transport these goods. This upturn in traffic has further constrained this predominately single-track corridor and negatively impacted OTP. Additionally, the June 4, 2004 San Joaquin Delta levee break disrupted service for over a month and had a negative impact on OTP.

OTP for 2004-05 is projected to be 75 percent. Actual results from the first quarter in FFY 2004-05 (October – December 2004) were positive with OTP at 76.8 percent. However, OTP for January-March 2005 was down to 53.7 percent, due in part to two major events: a BNSF maintenance track blitz in late January and early February, and another major track work project on the UP between Bakersfield and Mojave in February and March. Although the San Joaquins do not operate over this UP section, the UP route east from Bakersfield is the only freight route out of the San Joaquin Valley and is utilized by both UP and BNSF. Consequently, disruption of this line east of Bakersfield has a negative effect on the BNSF due to a restriction of the BNSF freight trains waiting to travel east on the UP line. Therefore, these freight trains back up along the route of the San Joaquins, resulting in passenger train delays.

The Department has a number of activities aimed to increase OTP and reliability. First, as noted above, OTP incentives are contained in the Amtrak operating agreement with BNSF. When the standards are not met, the payments are not

made. Second, weekly scheduling conference calls involving the railroads (both the UP and the BNSF), Amtrak, and periodically the Department, identify issues with the prior weeks performance and review OTP projections for the upcoming week(s). Third, the Department participates with the railroads and Amtrak in developing schedules to minimize freight and passenger train operation conflicts.

On the capital project side, all of the Department's contracts with the railroad identify specific performance measures for a particular project (reliability, running time, and capacity). If these measures are not met, the Department can require the railroads to make necessary corrections. A number of track and signal projects are projected to be completed in 2004-05 that will improve reliability. These projects include 14.3 miles of double track between Fresno and Hanford and installation of CTC between Port Chicago and Oakley.

Amtrak Bus Operations

In 2003-2004, over 65 percent of all San Joaquin passengers used at least one connecting bus at the beginning or the end of their trips, making this network an essential element of San Joaquin service. Buses are used to reach markets not served by rail. The Amtrak buses provide guaranteed connections; if a train is late, the bus connection is guaranteed. The buses are required to have a high standard of comfort, including ample legroom and reclining seats.

Government Code Section 14035.55 requires that Amtrak bus riders must use the train for part of their trips, thus Amtrak has specific ticketing policies to ensure bus access is not provided to non-train riders.

In April 2005, Greyhound discontinued service to many smaller towns and cities in California as part of a national strategy to emphasize service between metropolitan areas. As a result, the Department is evaluating alternatives that would provide service to areas that may have been previously served by Greyhound.

Bus Route Cost–Effectiveness – Bus routes are evaluated for their cost-effectiveness. Under Government Code Section 14035.2, the Department is required to do cost recovery analysis on bus routes, and restructure or discontinue routes if they do not meet standards. The Department developed written standards to implement the law, including twice-yearly route and segment evaluations. Cost recovery (or break-even) is defined (under the law) by subtracting bus route operations costs from bus route revenue plus the train revenue contributed from bus route passengers. Under this analysis, the bus system provides a net incremental gain to the trains. The Department continues to evaluate bus routes on this basis and restructure or eliminate routes as necessary. Also, certain stops may be added, relocated, or eliminated, and frequencies may be adjusted to reflect changing market conditions.

The following principles are used to maximize the effectiveness of the feeder buses:

- Make the transfer between bus and train as seamless as possible. Amtrak buses are waiting for train passengers upon arrival at the connecting point, and deliver the passengers to their destinations on time.
- Take advantage of regularly scheduled stops at high traffic generators, such as Marine World, San Francisco's Pier 39 and SBC Park (the downtown baseball stadium for the San Francisco Giants).
- Continue stops at special events such as fairs and festivals that not only generate revenue, but also increase public awareness of the service.

2004-05 and 2005-06 Bus Route Changes – No significant bus route changes are anticipated for the remainder of 2004-05 or 2005-06 at this time.

Bus Route Descriptions - Twelve Amtrak Thruway bus routes connect with the San Joaquins. These Routes are described as follows:

Bus Route 1 is the major trunk line connection between Bakersfield and Los Angeles and other Southern California destinations. There are three related services under the Route 1 designation as follows: Route 1A provides direct service between Bakersfield and Los Angeles Union Station, connecting with all six San Joaquin round-trips. One round-trip extends beyond Los Angeles to San Diego and intermediate points, and another to Fullerton and Santa Ana during late-night and early-morning hours when Pacific Surfliner trains are not operating. Route 1B also provides six round-trips between Bakersfield and Los Angeles, with an intermediate stop at Glendale and extended service to Long Beach and San Pedro. Route 1C offers four round-trips between Bakersfield and San Fernando Valley area stops, including Santa Clarita/Newhall, Burbank Airport, Van Nuys, Chatsworth, and Simi Valley.

Bus Route 3 connects Stockton with Lodi and Sacramento for the four San Joaquin round-trips that serve the Bay Area. Route 3 service extends beyond Sacramento to Davis, Chico, Redding, and other Sacramento Valley stops. All four Bay Area trains have connections between Stockton and Davis, while three trains also have connections to or from Redding. A Sacramento-Redding round-trip connects with a Sacramento-Bakersfield round-trip. A similar connection operates between Suisun/Fairfield, Davis and Sacramento for both Sacramento-Bakersfield round-trips. Route 3 also provides connections to or from Capitol Corridor trains at Sacramento.

Bus Route 6 offers six round-trips between San Jose and Stockton. The sixth trip was added at the same time as the sixth train. This route also provides additional frequencies for Altamont Commuter Express (ACE) passengers through a ticket honoring agreement between Amtrak and ACE.

Bus Route 7 consists of two basic services. The northern segment provides two daily round-trips between Martinez and the Redwood Empire, serving Ukiah, Willits, Eureka, Arcata, McKinleyville, and intermediate stops. The southern segment consists of five daily round-trips between Martinez and Santa Rosa, with additional service between Martinez and Marine World, Vallejo, and Napa. Some of these trips are scheduled to connect with Capitol Corridor trains instead of San Joaquins.

Bus Route 9 connects Bakersfield with Las Vegas and intermediate points with two daily round-trips.

Bus Route 10 provides four daily round-trips between Bakersfield and Santa Barbara via Oxnard and other intermediate points.

Bus Route 12 provides service between Bakersfield and Lancaster/Palmdale/ Victorville. Since Routes 9 and 12 also service Tehachapi and Mojave, Routes 9 and 12 tend to complement each other. Route 12 was increased from one to two daily round trips in October 2003.

Bus Route 15 connects San Joaquin train service at Merced with Yosemite National Park. This service, consisting of three round-trips, is operated on an interline basis with the carrier (VIA Adventures), meaning that there is no Amtrak subsidy for the route, as it is entirely supported by ticket revenues.

Bus Route 18 offers service from Hanford**.** This route is also operated on a mixed-mode basis with Orange Belt Stages. Orange Belt is permitted to carry its own passengers on the same bus on a space-available basis. Route 18A offers two daily round-trips between Hanford and the Central Coast area, with stops in Paso Robles, Atascadero, San Luis Obispo, Grover Beach, Santa Maria, and intermediate points. Bus Route 18B connects Hanford with Goshen Junction and Visalia with two daily round-trips. In February 2004, a new Transit Center opened in downtown Visalia that is served by local and countywide transit, as well as Greyhound, Orange Belt and Amtrak schedules. The center has greatly increased the visibility of Amtrak service in Visalia. In November 2004, the two eastbound schedules were changed to improve connections from the primary market of points north of Hanford.

Bus Route 19 features four daily round-trips between Bakersfield and San Bernardino via La Crescenta, Pasadena, Claremont, Ontario, and Riverside. One round-trip extends beyond San Bernardino to the Coachella Valley with stops at Beaumont, Palm Springs, Palm Desert, and Indio. A second round-trip extends beyond San Bernardino to Moreno Valley, Perris, and Hemet. The closing of the

Amtrak ticket office in San Bernardino in early 2004, and the possibility of an alternate ticket office opening in Riverside, may result in a minor restructuring of Route 19.

Bus Route 34 connects with the two trains serving Sacramento, offering Bay Area connections from Stockton to Oakland and San Francisco.

Bus Route 35 began in late April 2004. The San Jose- Santa Cruz portion of Route 6 (along with Capitol Corridor Route 22) was combined with the Highway 17 Express service operated by Valley Transportation Authority (VTA) and Santa Cruz Metropolitan Transportation District (SCMTD). The Department and the Capitol Corridor Joint Powers Authority are providing funding to VTA and SCMTD for the operation of service on weekends and extension of service into downtown Santa Cruz. In exchange, Amtrak passengers are able to use their Amtrak tickets on the Highway 17 Express, which also carries local transit passengers. This change also avoided costly duplication of service and provided additional connections on weekdays. Results from the first few months of service have shown an increase in ridership on the Highway 17 Express of almost 100 percent. Consequently, financial support from the Department has been much less than budgeted. (Twenty-five percent of the cost of this route is allocated to the San Joaquin Route and 75 percent to the Capitol Corridor.)

Amtrak Transbay Bus Route 99 Amtrak also provides bus connections between Emeryville and six stops in San Francisco. Route 99 not only connects with all San Joaquin trains that serve the Bay Area, but also with all Capitol Corridor trains, the Coast Starlight, and the California Zephyr.

Capitol Corridor Bus Connections - In addition to the 12 bus routes described above, the Capitol Corridor feeder buses also provide connections with the San Joaquins. Destinations through Sacramento include intermediate points from Roseville to Reno/Sparks, as well as Placerville, Lake Tahoe, and Carson City. From San Jose, San Joaquin passengers connect through to Monterey County cities.

Bus Summary - In 2003-04, 496,850 passengers used San Joaquin connecting buses for part of their trip. (This figure does not include ridership for Routes 15 and 35 that are not operated by Amtrak.) This is a two percent increase from 486,310 bus riders in 2002-03. The change in ridership is primarily the result of minor ridership changes in a number of routes and an almost nine percent increase in ridership on Route 1.

MARKETING

MARKETING ACTION PLAN

Advertising and Public Relations

- Conduct fall, winter, and spring promotions in 2004-05 and 2005-06 using a variety of media, as appropriate to the promotional themes, to assist in the goal of achieving or exceeding projected ridership gains of 2.3 percent in 2004-05 and 2005-06.
- Implement advertising partnerships in 2004-05 and 2005-06 with local organizations such as the Lodi Convention and Visitors Bureau, Castle Air Museum near Merced, the City of Stockton Chamber of Commerce, and similar venues.
- Conduct a station dedication event for the reopening of the historic downtown Fresno station in February 2005 and conduct groundbreaking ceremonies for Stockton and Madera stations in 2005-06.

Community Outreach

- Continue multi-media presentations to service clubs and other interested parties in 2004-05 and 2005-06.

Group Travel Program

- Continue promotion of "Kids 'N Trains" Program, and conduct a survey of program users in 2005-06 to evaluate Program structure and identify program refinements.
- Develop a multi-media outreach presentation to promote the Senior Travel Program in 2004-05. Evaluate the Program in the end of 2004-05 to determine plans for 2005-06.
- Implement a college student travel discount program in the fall of 2005.

Marketing Funding

The Division's budget includes $5 million in State FY 2004-05 for intercity rail marketing. This amount, unchanged in eleven years, is divided among the three intercity rail routes – Pacific Surfliner, San Joaquin, and Capitol Corridor. (The Capitol Corridor Joint Powers Authority [CCJPA] administers Capitol Corridor marketing funds.)

In 2004-05, $3.8 million in State funds are budgeted for marketing expenditures on the Pacific Surfliner and San Joaquin Routes. The same amount is budgeted in the Proposed 2005-06 Governor's Budget. Typically, media advertising receives just under $3.0 million of these funds, and the remainder is divided between rail safety, passenger information, and market research. The remaining $1.2 million in

marketing funds go to the Capitol Corridor. Amtrak supplements the Department's annual budget with an additional contribution for media advertising, which in 2003-04 was $1.2 million. Amtrak contributed $200,000 of this amount to the San Joaquins. Amtrak plans similar expenditures in 2004-05 and 2005-06. Thus, the total annual marketing budget for the three corridors in 2004-05 is $6.2 million.

Advertising and Public Relations

The Department and Amtrak combine resources to create a single advertising program for California services. In 2004-05, the Department renewed the two-year marketing contract using a competitive bid process. Glass-McClure Advertising of Sacramento was awarded the contract for $4.9 million over the two-year period of 2004-05 and 2005-06. The Department and Amtrak direct Glass-McClure in the development of the joint marketing program. Contract services include strategic planning, media planning, production and creative services, media buys, public relations services, promotions and partnership development services. The Department also spends about $600,000 annually in non-contract advertising activities, such as special advertising in bus markets.

The vast majority of California travelers are not aware that intercity passenger rail service exists. Thus, the first goal of advertising is to make travelers aware of intercity passenger rail service as a travel option. The second goal is to spur travelers to chose that travel option. Therefore, advertising and public relations will assist in the achievement of ridership performance standards of a 6.2 percent ridership increase in 2004-05 and a 2.3 percent ridership increase in 2005-06.

The Department seeks to make every advertising dollar as cost-effective as possible by targeting the most productive markets. Thus, market research has been done to determine that the most productive target populations are families, the "mature market" (people over 50) and Hispanic persons. Market research is also done to determine the most effective message and media choice for the target population and specific campaign. While the Department most often uses radio, newspaper and outdoor advertising, other media including targeted direct mail, internet advertising, religious and minority press, traffic report sponsorships, and gasoline pump toppers have also been used strategically to accomplish certain campaign goals. Also, the Department continues to pursue advertising partnerships to stretch the marketing budget.

Advertising Plan – The 2004-05 plan uses themes related to seasonal activity and is focused on the three target populations. A 2004 fall campaign was directed at the senior market and the general/families market using a combination of radio and print ads. The campaign continued the "Travel Made Simple" concept and promoted everyday low fares in place of specific discounts. A winter promotion in February and March 2005 will feature the highly successful "lowest everyday fares" theme using print, English and Spanish radio, and online advertising to

reach seniors, general public and Hispanic market segments. Spring and summer promotions will focus on family travel using English and Spanish radio, outdoor billboards, and online ads to reach the traveling audience. Outdoor advertising will continue into the summer, most likely with a "Kids Ride Half Price" message as part of a "Vacations Made Simple" advertising theme that encourages families to ride Amtrak California to favorite destinations.

The 2005-06 advertising plan will also focus on the Department's target populations using seasonal promotions. A fall, winter and spring campaign is planned that will use similar themes and advertising media as in 2004-05.

Advertising Partnerships - The Department also pursues a variety of partnerships in advertising. Efforts in this area have resulted in ongoing partnerships with the California State Railroad Museum, Six Flags Marine World, the Hanford Visitor Agency, Colonel Allensworth State Historic Park, the Sacramento Convention and Visitors Bureau, the City of Martinez Chamber of Commerce, and the Golden State Museum. In 2004-05 and 2005-06, the Department plans to develop and implement partnerships with local organizations such as the Lodi Convention and Visitors Bureau, Castle Air Museum, the City of Stockton Chamber of Commerce and similar venues. The Department also continues to partner with the San Joaquin Valley Air District by advertising the air quality benefits of the train. Additionally, national Amtrak campaigns will be used to augment or complement the advertising efforts in California markets.

Public Relations - The public relations plan works in conjunction with the advertising plan to improve ridership and revenue by offering promotional programs and special events, such as press conferences, station grand opening events, and service inauguration celebrations. This program is far more personal and hands-on than the advertising program but is designed to work in conjunction with and support advertising efforts. The public relations program includes media relations; production of brochures and informational materials including the quarterly newsletter, "Making Tracks"; and design and development of displays for use at fairs, special events, and exhibits.

Public relations plans for 2004-05 will include a major station dedication event at Fresno to celebrate the reopening of the historic downtown Santa Fe Station in February 2005. "Making Tracks" will continue to be printed quarterly each year and will be used to support offers in the market, highlight destinations, and promote special events accessible to train travelers. Public relations for 2005-06 will include groundbreaking celebrations for Stockton and Madera stations.

Community Outreach

The Community Outreach program is conducted in-house and customized for each group. The goal is to promote San Joaquin ridership and explain rail programs and policies. In order to make each community feel a part of the corridor, the Department, with assistance from the San Joaquin Valley Rail Committee, continues to:

- Conduct multi-media presentations for service clubs, chambers of commerce, schools and other interested groups to foster open communication between communities and the Department and stress the value of partnership. The Department delivered the presentation to 51 service clubs and other interested groups in 2003-04, and will continue to offer the presentation to groups in 2004-05 and 2005-06.
- Include station agents in outreach efforts to establish a local tie to communities. Previous year efforts resulted in several references by station agents to interested local groups for presentations.
- Sponsor local events at low or no cost.
- Promote station pickup service by hotels and rental car companies.
- Staff display booths at targeted group conventions and conferences.

Group Travel Program

Kids 'N Trains - The youth field trip group program ("Kids 'N Trains") began its fifth full season on September 7, 2004 and the San Joaquin program is rapidly approaching 100,000 boardings on the San Joaquins over the life of the program. The Department continues to refine the program to make it more user-friendly and easier to assimilate into existing Amtrak reservation and operations systems. In 2003-04, program refinements included a streamlined reservation form and expanded destination information on the Department's website. The "Kids 'N Trains" program was also promoted during 2003-04 at three statewide educator's conferences and conventions, and eleven school trips resulted with more than 500 passengers.

In 2004-05, the Department has additional plans for the program. The Department plans to return to the educators' conferences and seek other similar venues. In addition, teacher and group leader workshops are being conducted at various locations in partnership with educational organizations to further promote youth group travel. Also, the fare structure has been modified to more evenly distribute boardings throughout the nine-month "Kids 'N Trains" season. In previous seasons, nearly 80 percent of all boardings occurred between March 1 and the end of the program in late May. In 2004-2005, the fare structure was modified by beginning the season with a reduced zone fare of $3.00 per person round trip per zone, as opposed to the previous years' $5.00 fare. This reduced fare is valid through the end of February 2005. The fare doubles ($6.00) from March 1

through the end of the season on May 26, 2005. An early indication of the effectiveness of this change was a 25 percent increase in boardings during September 2004 compared to September 2003.

For 2005-06, a survey of program users will be conducted to identify any refinements to the program, and an evaluation of the program's overall structure will be conducted.

Senior Travel Program - In January 2004, the Department began a new senior group travel program ("All Aboard Seniors!") patterned after the "Kids 'N Trains" program. Early indications show encouraging public response. Plans for 2004-05 include the development of a senior-specific multi-media outreach presentation to promote "All Aboard Seniors!" and senior travel on the San Joaquin in general. The program will be offered to senior groups and other similar venues, much the same as the general community outreach presentation. The program will be evaluated towards the end of 2004-05, to determine program plans for 2005-06.

Student Travel Program – In the fall of 2004, the Department and Amtrak started developing a college student outreach program. The Department did test market research at Fresno City College and California State University, Fresno and determined that students desire a simple and straightforward discount program. At the time the market research was conducted, the Department distributed free companion fare coupons to students in Fresno as part of its ongoing statewide marketing campaign.

As a result of their market research, the Department and Amtrak are considering a simple percentage fare discount for students at selected colleges who show a student identification card. Initially students from Fresno City College, California State University, Fresno, the new University of California at Merced, and California Polytechnic State University, San Luis Obispo would be eligible for the student discount. Each university under consideration has a specific marketing advantage: the San Joaquin route travels directly through Fresno City College, so there is a high awareness on the campus of the service; Cal State Fresno attracts students statewide and is centrally located on the route; students at UC Merced, opening in summer 2005, will just be establishing their travel patterns, and Amtrak Thruway connecting buses stop directly at Cal Poly San Luis Obispo. The discount program is to be widely promoted in the fall of 2005.

Rail Safety

The Department's rail safety campaign is designed to educate the public about the dangers of railroad tracks. The Department coordinates its rail safety activities with California Operation Lifesaver, the state affiliate of the national nonprofit organization whose major focus is encouraging safe behavior at railroad grade crossings and discouraging, for safety reasons, trespassing on railroad property. The state organization is a coalition of railroads; federal, State, and local agencies; and private businesses and individuals concerned about promoting safety.

The Department is a member of the California Operation Lifesaver Board of Directors. Each year, the Operation Lifesaver Campaign includes a combination of media advertising and public education events concentrated on certain geographically prioritized areas where accidents have happened.

In the fall of 2004 the Department with the assistance of the Federal Railroad Administration launched a new program of rail safety for middle and high schools in California. The program called "The A to Z Project" calls on schools to help end train related tragedies that often involve children. The program includes a 36-page booklet on train safety and a CD that includes two rail safety films. The booklet and CD were sent to middle and high schools for introduction into the fall 2004 school curriculum.

In addition, the Department, in conjunction with the California Public Utilities Commission, oversees and administers the Section 130 Federal Crossing Improvement Program and Section 190 State Grade Separation Program to improve and construct rail/vehicle crossings for increased safety.

Market Research

The Department contracts with Amtrak for market research services. With the Department's participation, Amtrak contracts with various market research firms to determine target markets, advertising themes for campaigns, and the effectiveness of campaigns and marketing tools.

To conduct successful marketing, the Department needs to understand the Amtrak California customer's needs, desires and preferences. To obtain this knowledge, the Department performs and periodically updates on-board surveys rotated by season. These surveys also provide demographic information along with a picture of travel behavior. Profiles are created of typical riders covering income, ethnicity, travel frequency and trip purpose, among other things. The Department also surveys non-users to determine why they do not use intercity rail services. The Department does random periodic non-user surveys of those who make three or more annual trips of 75 miles or more between cities served by the train or connecting buses.

Market research is also used to measure the effectiveness of marketing expenditures to ensure that marketing is accomplishing its intended aims. Since most marketing dollars are spent on advertising, a large part of the research budget focuses on measuring advertising effectiveness. When new campaigns are contemplated, they are tested before audiences of train riders and non-riders. These audiences are asked their reactions to message and creative approach, and subsequent ads are created with the results in mind. After a campaign runs, awareness and recall are measured to determine whether the aims of the ads were realized. Firms that are independent of the advertising agency conduct all advertising research.

The Department also contracts with Amtrak for the operation and development of the Rail Ridership/Revenue Forecasting Model. It is used by the Department, Amtrak and the Capitol Corridor Joint Powers Agency to estimate the ridership and revenue impacts of major service changes, such as new services, route extensions or truncations, and frequency and fare changes.

CHAPTER IV
CAPITAL PLAN

CAPITAL ACTION PLAN

Track and Signal Projects

- Complete Phase I work on 17.6 miles of double track from Port Chicago to Oakley. Installation of Centralized Traffic Control (CTC) and siding construction is planned for completion by the end of 2005, and engineering, design and environmental work is planned for completion in summer 2006.
- Complete construction on double tracking two major track segments totaling 14.3 miles (Calwa to Bowles, and Shirley to Hanford) by the fall of 2005.
- Complete environmental work, design and engineering for second main track from Shafter to Jastro, 12.5 miles, by the end of 2005.

Station Projects

- Complete Emeryville station track and platform improvements in the fall of 2006.
- Continue development of the new Stockton and Madera stations in 2004-05 and 2005-06.
- Complete renovation of the historic Fresno station later in 2005.

Americans with Disabilities Act

- Complete installation of Passenger Information Display Systems to provide real-time audio and visual information on train arrivals and departures at all San Joaquin Route stations in the spring of 2005.

Equipment

- Complete mid-life overhaul of the four pilot California Cars in 2004-05 and complete overhaul production of the original 66 California Cars in 2006-07.
- Replace outdated destination sign system on California Car fleet with state-of-the-art automated sign system in 2005-06.
- Contract for replacement of audio and visual passenger information system in Northern California Fleet in 2004-05 and complete replacement in 2005-06.

CAPITAL PLAN GOALS

This chapter will focus on current capital projects (excluding minor capital projects). For the San Joaquin Route long-term capital program, see the *California State Rail Plan 2003-04 to 2013-14* (Rail Plan).

Completion of the capital projects in the short-term capital plan are necessary for the achievement of the performance measure standards as listed in **Figure 2.1**. The on-time performance standard (as listed in **Figure 2.1**) is 75 percent for 2004-05 and 85 percent for 2005-06. On the San Joaquin Route, current track and signal projects focus on improving speed and reliability. Current station projects are all focused on large urban stations.

Capital program development and implementation are based on the capital project priorities stated in the Rail Plan. These priorities are:

- Increase the cost-effectiveness of State-supported intercity rail service by increasing revenues and reducing costs, thereby increasing the farebox ratio to reach or exceed the Department's 50 percent standard.
- Increase capacity on existing routes to allow increased frequencies and improved reliability as a result of better on-time performance.
- Reduce train running times to attract riders and to provide an efficient service, with travel times directly competitive with the automobile.
- Improve the safety of State-supported intercity rail service, including grade crossing improvements and closures.

The best running time goal for the San Joaquins (as listed in the Rail Plan) is 5:35 between Oakland and Bakersfield and 4:40 between Sacramento and Bakersfield by 2008-09. Current best running times are 6:05 between Oakland and Bakersfield and 5:15 between Sacramento and Bakersfield. The Rail Plan does not project an increase in service levels until 2010-11, at which time the seventh round-trip is projected to be added.

CAPITAL PLAN SUMMARY

Figure 4.2 is a summary of all capital investments on the corridor since the Department began participation in funding and administering the route in 1980. A total of over $680.8 million has been spent, allocated or programmed on the route on stations, track, signal, equipment, and maintenance facilities projects since 1980. Note that these figures include some projects that have no direct State financial involvement.

This Business Plan focuses on the intercity passenger rail short-range capital program. Currently $114.4 million in projects are underway and an additional $69.3 million in projects are programmed. Thus, the short-range capital program (through 2008-09) includes $183.7 million in projects. Projects that are underway are detailed in **Figure 4.3**, and programmed projects are detailed in **Figure 4.4**.

Together, **Figures 4.2**, **4.3** and **4.4** give a complete picture of the capital projects and improvements on the corridor.

Since December 2002, allocations of Traffic Congestion Relief Program (TCRP) funds have been suspended. Originally, a total of $25 million in TCRP funds were specified for the San Joaquin Route, of which the Commission has allocated $3 million. The remaining $22 million was reserved for double track improvement projects, but have now been deleted from the San Joaquin's capital program as listed in **Figures 4.3** and **4.4**. Other fund sources will be sought for TCRP projects, including potential STIP funding.

Due to severe funding constraints, the new 2004 STIP adopted in late 2004 did not program any new funding for intercity rail projects. It carried forward only projects that had been previously programmed in the 2002 STIP but had not yet been allocated.

The Rail Plan shows the long-range ten-year capital plan. The unconstrained plan for the route (as shown on **Figure 3C** of the Rail Plan) has $938.2 million in projects. Thus, it is clear that the funds contained in the 2004 STIP are not adequate to fund the longer-range intercity passenger rail capital plan. The long-range plan includes the assumption that a seventh frequency would be added in 2010-011 and an eighth frequency would be added in 2012-13.

Some further explanation on **Figures 4.3** and **4.4** is provided here. **Figure 4.3** shows all projects that are currently underway. Projects are defined as being underway if State funds have been allocated by the CTC, or if other fund sources (such as Amtrak, local or federal funds) are under contract. **Figure 4.4** shows all projects that are programmed for funding – generally in the 2004 STIP. It is important to note that a single project will usually be funded from multiple funding sources, and larger projects are often funded and completed in phases. Therefore, one project (particularly larger projects) could be listed on both **Figures 4.3** and **4.4** and also be included in the "Completed" column on **Figure 4.2**. As an example: the completed first phase of a project would be listed on **Figure 4.2**; allocated but unexpended funds for the second phase of the project would be listed on **Figure 4.3**; and programmed funds for later phases of the project would be listed on **Figure 4.4**. Thus, these figures show the completed, current and programmed activity for all projects.

TRACK AND SIGNAL PROJECTS

Below are descriptions of track and signal projects that have been completed since 2000 and are underway or programmed. Only projects with a total cost exceeding $2 million are listed (although all projects are listed on **Figures 4.3** and **4.4**). The projects are listed geographically from north to south. See the "Capital Program" section above for further detail on the organization of **Figures 4.3** and **4.4**.

The State does not own any track on the San Joaquin corridor. Between Oakland-Jack London Square and Port Chicago, and Sacramento and Stockton, the track is owned by UP. Between Port Chicago and Bakersfield, the track is owned by BNSF. Nevertheless, the State funds and oversees many track and signal projects.

Martinez-Port Chicago Track and Signal Improvements – This project on the Union Pacific line was completed in mid-2002. From Martinez to Port Chicago, the Mococo Line Project provided approximately seven miles of new rail and CTC signals, and the capability of increased speed to 79 mph and reduced running time by six minutes. The cost of the project was about $6.9 million.

Phase I - Port Chicago to Oakley – Double Track – This $33.9 million project is Phase I of a double tracking project of 17.6 miles from Port Chicago to Oakley. Of this amount, $29.4 million was appropriated in the 2001 Budget Act from the Public Transportation Account and the remaining has been allocated. Phase I will include engineering, design, and environmental work for double tracking of the entire 17.6 miles. The project also includes extension of CTC signals on the entire segment and extension of a siding at Pittsburg. The CTC and siding project will reduce delays and decrease running times. The double-tracking project will increase efficiency. Work has begun on this project; the engineering, design and environmental work is projected to be completed by summer 2006, and the extension of CTC signals and the Pittsburg siding is projected to be completed by the end of 2005.

Sacramento-Stockton Track and Signal Improvements on Former SP Line – From Sacramento to Stockton, a $40.1 million project on the former SP main line to install new track, new signals, and improved sidings throughout the 50 miles was completed in Spring 2002. This improvement allowed the two Sacramento trains to be rerouted to the former SP line (now owned by UP). The trains now serve the new Lodi station, and running times were reduced by an average of 17 minutes.

Orwood Drawbridge Upgrades and Stockton Speed Improvements – This $9.9 million project completed in mid-2002 converted sidings to two main tracks, raising speeds to 79 mph where possible. Also, the Orwood Bridge was upgraded for 60 mph speed.

San Joaquin Route Double Tracking - Engineering – Final engineering for several double track projects (Stockton to Escalon, Calwa to Bowles near Fresno, and Shirley to Guernsey near Hanford) was completed in mid-2001.

Belmont and Figarden Sidings - $11.3 million is programmed to construct a new siding at Belmont and a siding extension at Figarden (between Madera and Fresno). This project will improve on-time performance and reduce running times.

Calwa-Bowles Double Track and Signal Improvements – $26.7 million has been allocated to design and construct 8.5 miles of double track and related signal improvements. Construction started in March 2002 on the project with completion estimated in fall 2005. This project will improve speeds and on-time performance.

Shirley–Hanford Double Track and Signal Improvements – $22.0 million has been allocated to construct double track and related signal improvements on 5.8 miles. This project will improve speeds and on-time performance. Construction started in August 2003 and completion scheduled in summer 2005.

Second Main Track Shafter to Jastro – $4.3 million is allocated for engineering, design, environmental work and signal improvements for 12.5 miles of second main track between Shafter and Jastro. The work is projected to be completed by the end of 2005.

San Joaquin Corridor Efficiency Improvements - $31.7 million is programmed for track and signal improvements between Bakersfield and Stockton.

STATION PROJECTS

Below are descriptions of station projects that were completed since 2000, are underway or programmed. The stations are listed in geographical order. Only projects with a total cost of over $2 million are described (although all projects are listed on **Figures 4.3** and **4.4**). See the "Capital Program" section above for further detail on the organization of **Figures 4.3** and **4.4**.

The State, in most cases, does not own stations. Most stations are owned by cities, Amtrak, railroads, or private development companies. However, the State funds and oversees many station improvement projects.

Emeryville – $1.8 million in funds have been allocated to construct station track and platform improvements. Construction is planned for completion in fall 2006. Additionally, $7.5 million is programmed to construct a bus terminal with nine bus bays and construct a 337-space parking garage.

Richmond – $680,000 in funds have been allocated to design a new 800-space parking garage. A related project is the design and construction of an upgraded station. $4.7 million is programmed for this project, which will include a new station building, walkway, kiosk, waiting area and improved bus access. The new station, like the old one, will serve both BART and Amtrak. However, the multi-modal access will be much improved, including space for staffing at the station, better security, and passenger waiting area. The first phase of this project, a new center platform and center elevator, was opened in July 2001. In a closely related project, the City of Richmond is constructing a hallmark transit village, adjacent to the station.

Martinez – A new station was completed in October 2001. The project included a new station building, platform, extensive track and signal work, and a new parking lot. Currently, $2.0 million is programmed to acquire land for additional parking.

Sacramento – The Department, the City, and Amtrak have funded almost $3.0 million in short-term improvements to the station. These improvements corrected major deficiencies to the existing historic station. Also, a study to ascertain long-term development is pending.

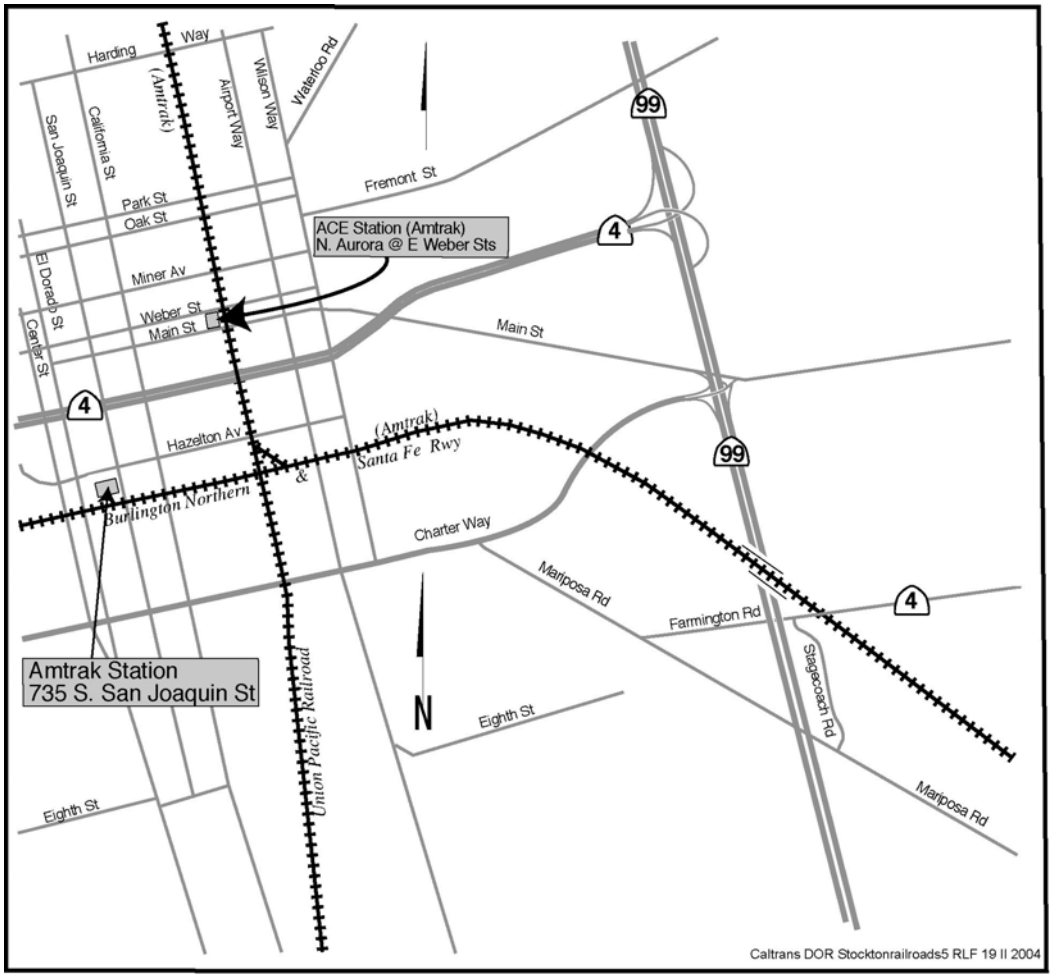
In spring 2005, Sacramento Regional Transit (RT) will commence improvement to the surrounding surface parking lots, auto and bus circulation, security and lighting. This project supports the new extension of light rail service for platform-to-platform transfers between Amtrak and RT trains, scheduled to begin by winter 2006. Simultaneously, a private entity is renovating the adjacent "Railway Express Agency" (REA) building to accommodate retail and commercial space on-site.

Lodi – In October 1999, the old station was rehabilitated at a cost of $5.4 million. The station now serves the two San Joaquin trains that go to Sacramento, as well as the connecting buses that link Stockton and Sacramento. Also, a $5.4 million parking structure project was completed in 2002.

Stockton Amtrak New Station (BNSF) – The existing Stockton Amtrak station is located in the former Santa Fe depot, west of the BNSF/UP crossing. It serves the four Bakersfield-Oakland trains but is not on the direct route of Bakersfield-Sacramento service. Another rail station in Stockton, the Altamont Commuter Express (ACE) station, completed in the fall of 2003, serves the two Bakersfield-Sacramento trains at the site of the former SP depot, north of the BNSF/UP crossing, but is not on the direct route of Bakersfield-Oakland service.

Figure 4.1 is a map showing the various rail lines and current station locations in the Stockton area.

Figure 4.1 - Stockton Passenger Rail Lines and Existing Station Locations



With the initiation of train service to Sacramento, it was decided that a new Stockton station location should be chosen that would serve both Sacramento and Oakland bound trains. This location will be on the BNSF at a point east of the BNSF/UP crossing and will serve all San Joaquin trains. $1.3 million has been allocated for the design, engineering, environmental and purchase of right-of-way for this station. An additional $6.1 million has been programmed to complete design and construct the station.

Stockton ACE (SP) – Extensive rehabilitation of the old, abandoned Southern Pacific station was completed in the fall of 2003. $4.4 million in improvements to the ACE station are programmed to accommodate San Joaquin service to Sacramento.

Merced – A new station costing $1.8 million was completed in August 2000 at the site of the old station. The new station provides improved passenger amenities, parking, and access.

Madera (Country Club Dr.) – The current Madera Station will be relocated to a site that is closer to the Madera population center and is safer for passengers than the existing station location in a warehouse area. The $800,000 project will include purchase of right-of-way, construction of a two-lane access road, a new parking lot, platform, and shelter for the new station. The project is planned for completion in 2006-07.

Fresno –This project to rehabilitate the old depot building for the new Fresno station will have its grand opening later in 2005. A total of $6.2 million (including $1 million in combined City and Amtrak funds) has been allocated for this project, which includes renovation of the historic 1899 California mission-style depot, plazas, landscaping and new parking improvements. The project also includes a mixed-use component with 21,000 square feet to be rented for office, restaurant and other uses.

Bakersfield – A new $13.7 million station, located on a six-acre site, opened in July 2000. The construction included two underpasses, the closing of several crossings, 12 bus bays with standby parking for 11 additional buses, 265 parking spaces, a double platform, layover facilities, three new station tracks, and a new two-story building. In addition, $1.4 million in track improvements were completed to improve access to the station.

OAKLAND MAINTENANCE FACILITY

This new facility opened in November 2004. It is a 141,000 square-foot maintenance and inspection facility to accommodate the 78 California Cars and 17 locomotives used on the San Joaquins and Capitols and the equipment used on the California Zephyr. The old Oakland maintenance facility was inadequate for the cost-effective maintenance of the State-owned passenger equipment fleet. The new facility is located at Third and Union Streets adjacent to the existing UP rail yard to the south and I-880 to the north. The facility includes a yard and associated buildings that support the storage, servicing, inspection, and normal maintenance functions for the cars and locomotives, including a train washer. The total project estimate is about $65 million.

EQUIPMENT

The San Joaquin Route uses California Car equipment from the Northern California equipment pool. This equipment is shared between the San Joaquin and Capitol Corridor routes. The pool consists of 78 cars and 17 locomotives. Rolling stock consists of bi-level coach, baggage and food service cars.

Since the spring of 2001, the pool has included the original 66 California Cars purchased by the State with pioneering design that improves efficiency and passenger comfort. In 2001, two sets of California Car equipment were transferred from Southern California to Northern California because the new

Surfliner Cars delivered to Southern California freed up the additional California Cars for use in Northern California.

The Northern California Pool also includes 12 new cars, purchased by the Department as an option to Amtrak's Pacific Surfliner fleet order for Southern California. The 12 new cars were placed in service by early 2002. The State expended over $50 million in funds from a variety of sources to buy additional cars for both the southern and northern California fleets. The 12 northern California cars were specifically adapted to northern California standards. They include expanded baggage and bike storage, additional tables, power outlets at every seat, and wheelchair lifts. The cars include five cab-coach-baggage cars, five coaches, and two café cars. At the same time, the State also purchased six new General Motors F59PHI locomotives.

The 12 Pacific Surfliner cars will complete their three-year warranty period in 2005. During the warranty period, the Department conducts regular inspections, documents equipment failures, evaluates defects to determine fleet-wide impacts, and coordinates with Amtrak for repairs. In 2005, the Department will conduct a final three-year audit on the cars. After the warranty period the cars enter into Amtrak's preventative maintenance program with overhauls at four, six and eight years. The Department oversees this program.

In 2003-04, the Department contracted for the mid-life overhaul of the original 66 California Cars. Design, engineering and the completion of the overhaul of the four pilot (prototype) cars (cab, coach, foodservice and baggage) will be completed in 2004-05. Early production will start in 2004-05 and production is to be completed in 2005-06. The mid-life overhaul includes the overhaul of many mechanical components; heavy cleaning of vehicle interior including upholstery and carpets; rebuilding of toilet rooms; new side door and end door operating systems; as well as other additions and improvements to the cars. The Department oversees and inspects the contractor's overhaul work.

In early 2004, the Department completed the mid-life overhaul of the nine original F59PHI locomotives. This project improved both the reliability and appearance of the locomotives, with graphics that match the new F59PHIs. Additionally, the locomotives were upgraded to the same standard as the new locomotives. Also, the remote locomotive health monitoring system currently in place on the six new F59PHI locomotives was installed on the nine locomotives in 2003-04.

The Department is planning to replace the outdated destination sign system on the California Car fleet with a new destination sign and automated passenger information system that incorporates up-to-date passenger information system technology, and that meets all current standards for audible and visual messaging, real-time service messages, automated train location and text uploading, diagnostics, and animated graphics. This system will be applied to all 78 railcars in the Northern California fleet. The Department plans to award the sign replacement contract in 2004-05 and complete the work in 2005-06.

Figure 4.2 - Summary of Capital Projects

Intercity Rail Capital Projects Summary

San Joaquin Route

(Dollars in thousands)

Project Type	Completed (1979-Present)	Underway	Programmed	Total
Track and Signal	$ 202,790	$ 88,559	$ 42,976	**$ 334,325**
Stations	$ 101,680	$ 10,256	$ 26,295	**$ 138,231**
Maintenance Facilities	$ 65,873	$ -	$ -	**$ 65,873**
Equipment	$ 126,782	$ 15,573	$ 17	**$ 142,372**
Total	**$ 497,125**	**$ 114,388**	**$ 69,288**	**$ 680,801**

Figure 4.3 – Detail of Capital Projects – Underway

SAN JOAQUIN ROUTE **Intercity Rail Capital Projects Underway** *(Dollars in Thousands)*			
Project Description	**State Funds**	**Other Funds**	**Total**
TRACK AND SIGNAL PROJECTS			
Oakland-Embarcadero Street 3rd Main Track			
Develop conceptual plans for third track	$ 25	$ 5	$ 30
Phase I - Port Chicago to Oakley - Double Track			
Environmental engineering and design for 17.6 miles of double track; install CTC	$ 33,900	$ -	$ 33,900
Stockton - Fresno County Grade Crossing Improvements			
Upgrade crossing protection with lighting	$ -	$ 250	$ 250
Belmont and Figarden Sidings			
Prepare environmental documentation and engineering	$ 662	$ -	$ 662
Fresno City College Fencing			
Install fence along railroad right of way	$ -	$ 250	$ 250
Calwa-Bowles Double Track and Signal Imps			
Design and construct double track and related signal enhancements on 8.5 miles track segment	$ 26,673	$ -	$ 26,673
Shirley-Hanford Double Track and Signal Imps.			
Construct double track and related signal enhancements on 5.8 mile track segment	$ 22,000	$ -	$ 22,000
Hanford-Guernsey Double Track and Signal Improvements			
Design and engineer a 7.1 mile segment of double track and related signal enhancements	$ 1,156	$ -	$ 1,156
Second Main Track Shafter to Jastro			
Environmental, engineering and design for 12.5 miles of second main track and signaling	$ 4,300	$ -	$ 4,300
TOTAL TRACK AND SIGNAL PROJECTS	**$ 88,054**	**$ 505**	**$ 88,559**
STATION PROJECTS			
Emeryville			
Construct station track and platform improvements	$ 1,750	$ -	$ 1,750
Richmond			
Design 800 space parking garage	$ 680	$ -	$ 680
Stockton - Amtrak New Station (BNSF)			
Design and environmental documentation for new station, purchase ROW	$ 1,330	$ -	$ 1,330
Fresno			
Construct new station	$ 5,126	$ 1,039	$ 6,165
Multiple Station			
Station improvements including ADA Compliance	$ 331	$ -	$ 331
TOTAL STATION PROJECTS	**$ 9,217**	**$ 1,039**	**$ 10,256**
EQUIPMENT PROJECTS*			
66 California Cars Rebuild rail cars	$ 14,446	$ 1,000	$ 15,446
6 F59PHI Locomotives Rebuild locomotives	$ 127		$ 127
TOTAL EQUIPMENT PROJECTS	**$ 14,573**	**$ 1,000**	**$ 15,573**
TOTAL ALL PROJECTS UNDERWAY	**$ 111,844**	**$ 2,544**	**$ 114,388**

* - Northern California Fleet is shared between San Joaquin Route and the Capitol Corridor. The number of cars and locomotives listed is for the entire Northern California Fleet. However, dollar amounts are only for the San Joaquin portion of fleet.

Figure 4.4 – Detail of Capital Projects – Programmed

SAN JOAQUIN ROUTE **Intercity Rail Capital Projects Programmed** *(Dollars in Thousands)*			
Project Description	**State Funds**	**Other Funds**	**Total**
TRACK AND SIGNAL PROJECTS			
San Joaquin Corridor Capacity Improvements			
Track and signal improvements between Bakersfield and Stockton	$ 31,687	$ -	$ 31,687
Belmont and Figarden Sidings			
Construct new siding and siding extension	$ 11,289	$ -	$ 11,289
TOTAL TRACK AND SIGNAL PROJECTS	**$ 42,976**	**$ -**	**$ 42,976**
STATION PROJECTS			
Emeryville			
Design and construct bus terminal and parking structure	$ 6,310	$ 1,190	$ 7,500
Richmond			
Complete design and construction of new station	$ -	$ 4,675	$ 4,675
Martinez			
Acquire land for additional parking	$ 2,000	$ -	$ 2,000
Elk Grove Station			
Construct 8" above top of rail platform with shelter and lighting for the new station	$ 800	$ -	$ 800
Stockton-Amtrak New Station (BNSF)			
Complete design and construct new station	$ 6,120	$ -	$ 6,120
Stockton-ACE (SP)			
Renovate former SP Depot for use by ACE and San Joaquin Route trains, including upgrading platform and shelter for a new station	$ 4,400	$ -	$ 4,400
Madera (County Club Dr.)			
Construct a two-lane access road, parking lot, platform, and shelter for a new station	$ 800	$ -	$ 800
TOTAL STATION PROJECTS	**$ 20,430**	**$ 5,865**	**$ 26,295**
EQUIPMENT PROJECTS*			
6 F59PHI Locomotives	**$ 17**	$ -	**$ 17**
Rebuild locomotives			
TOTAL EQUIPMENT PROJECTS	**$ 17**	**$ -**	**$ 17**
TOTAL ALL PROJECTS PROGRAMMED	**$ 63,423**	**$ 5,865**	**$ 69,288**

* - Northern California Fleet is shared between San Joaquin Route and the Capitol Corridor. The number of cars and locomotives listed is for the entire Northern California Fleet. However, dollar amounts are only for the San Joaquin portion of fleet.

AMERICANS WITH DISABILITIES ACT (ADA)

The statewide ADA Project brought 48 intercity rail stations along the San Joaquin, Pacific Surfliner, and Capitol Corridor routes into compliance with State and federal mandates. Federal law stipulates that Amtrak should comply with ADA regulations, nationally, by FFY 2010. However, the Department's goal was to have all upgrades completed by FFY 2002. This goal was met for all stations on all three Routes.

With the completion of the ADA station project, the entire San Joaquin Route is fully accessible. The Department designed the California Car equipment used on the San Joaquin Route with the goal of being fully ADA compliant. Every car includes an on-board integrated wheelchair lift. There is an accessible bathroom and seating for wheelchairs on the bottom level of every car that includes amenities similar to those on the upper level cars. These amenities include seating with a tray table for at least one wheelchair, and a special transfer chair that allows a passenger to move from a wheelchair to a built-in seat. Also, there is an audio information system and visual sign system in the cars. The contract to upgrade audio and visual systems will be completed in 2004-05, and the work will be completed within two years. All Amtrak feeder buses are also accessible. All buses are fitted with built-in wheel chair lifts and tie downs for at least one wheelchair, although most buses have a tie down for two wheelchairs.

A system-wide project that will also improve station accessibility is the installation of Passenger Information Systems at stations to provide real-time audio and visual information on train arrivals and departures. The system is now fully operational on the Capitol Corridor and will be operating on the San Joaquin Route by spring 2005.

The type of ADA modifications that were generally made at stations included the replacement of the tactile edges of station platforms, construction of concrete sidewalks, improving pedestrian access and drop off and loading zones, restriping parking lots, modification of ticket counters, replacement of restroom fixtures, signs, telephones, water fountain and informational displays, and repair of door closure devices. ADA improvements were made to the following stations: Antioch, Stockton, Turlock/Denair, Merced, Madera, Fresno, Hanford, and Wasco.

APPENDIX

SAN JOAQUIN RAIL STATIONS AND CONNECTING SERVICES

This Appendix contains information on:

- San Joaquin rail stations and transportation connections to the stations.
- Commuter and urban rail transportation services that connect to the San Joaquins.
- Amtrak services that connect to the San Joaquins.

SAN JOAQUIN RAIL STATIONS

Rail stations on the San Joaquin Route are listed geographically from north to south. The station descriptions include a listing of the areas served by Amtrak Thruway bus connections to the rail stations, Amtrak routes and local transit serving the rail stations. This data is for the San Joaquin Route only, and does not include Metrolink, Coaster and Amtrak long distance train passengers.

San Francisco – Although San Francisco is not served directly by rail, Amtrak considers San Francisco to be the western terminal for the San Joaquins. All Oakland-bound San Joaquins have connecting bus service from Emeryville. The two Sacramento-bound trains have connecting bus service from Stockton. In San Francisco, Thruway buses serve the Caltrain Depot, Moscone Centre, SF Shopping Centre (Market and Fourth Streets), Pier 39, and the Financial District, as well as the Amtrak depot adjacent to the Ferry Building.

The Caltrain Depot and the Moscone Centre are served by a number of San Francisco Muni bus lines. The SF Shopping Centre and the Financial District stops are adjacent to Muni Metro subway stations and stops on Muni's F-Market/Wharf historic trolley line. Muni's Powell Street cable car terminal is across the street from the SF Shopping Centre stop. The F line also serves the Ferry Building and Pier 39 stops.

In March 2001, Amtrak moved the San Francisco ticket office and bus staging area to a new temporary location at the Agricultural Building, located one block south of the Ferry Building, due to the rebuilding of the Ferry Building. The Department and Amtrak are actively evaluating possible new locations for a permanent ticket office, and the leading candidate is the Caltrain station at Fourth and King Streets.

Oakland - The Oakland station is located in the Jack London Square area. The new staffed station was opened in May 1995, and was constructed by the Port of Oakland. Oakland averaged 131 San Joaquin passengers per day in FFY 2004.

Thruway buses at Stockton connect the two Bakersfield-Sacramento trains to Oakland. Amtrak's long-distance Coast Starlight and Capitol Corridor serve the Oakland station. The Oakland station is served by two local Alameda-Contra Costa Transit District (AC Transit) bus routes. The Oakland-Alameda Ferry Terminal and the Lake Merritt BART station are both within several blocks of the Oakland station.

Emeryville – Amtrak and the City of Emeryville completed the new station at Emeryville in 1993. The station is fully staffed. Improvements planned for the station include a bus terminal and parking garage. (See **Chapter IV - Capital Plan**, for station improvement details.) In 1998, the City of Emeryville started redevelopment of a three-building, 550,000 square foot mixed-use complex to the north, east and south sides of the Amtrak station. Two phases of the project have been completed. Emeryville averaged 227 San Joaquin passengers per day in FFY 2004.

Amtrak Thruway buses connect the four Bakersfield-Oakland San Joaquin trains to San Francisco from Emeryville because of the station's proximity to the Bay Bridge. Amtrak's long-distance Coast Starlight and California Zephyr as well as the Capitol Corridor serve the station. The station is also served by AC Transit buses and Emery-Go-Round free shuttle buses that connect to the Mac Arthur BART station and various businesses, work sites, retail and entertainment centers.

Richmond – Richmond is an active multi-modal transit center, although the Amtrak portion of the station is unstaffed. A new improved multi-modal station and parking garage is planned for Richmond. (See **Chapter IV - Capital Plan**, for station improvement details.) Also the City of Richmond is constructing a hallmark transit village. Richmond averaged 75 San Joaquin passengers per day in FFY 2004.

The major BART connection to the San Joaquins is at the Richmond station. The station is also served by the Capitol Corridor, by several AC Transit bus routes, and by Golden Gate Transit Route 40 connecting to Marin County.

Martinez – Martinez is one of the busier stations, with all northern California Amtrak trains stopping there. A new staffed station, built by the City of Martinez, opened in September 2001. (See **Chapter IV - Capital Plan**, for station improvement details.) Martinez averaged 218 San Joaquin passengers per day in FFY 2004.

Thruway buses from Santa Rosa, Napa, and Vallejo/Marine World connect with all San Joaquin trains stopping in Martinez, and two of these bus round-trips extend north to the Eureka/McKinleyville area. These buses also connect to the Capitol Corridor. The station is a transfer point for San Joaquin passengers connecting with Amtrak's long haul Coast Starlight (Los Angeles to Seattle) and California Zephyr (Emeryville to Chicago). Martinez is also served by County Connection transit buses to points in central Contra Costa County.

Antioch – The unstaffed Antioch stop, located at the site of the former Santa Fe station, was established in October 1984. The station is served by Tri-Delta Transit. Antioch averaged 57 passengers per day in FFY 2004.

Sacramento – The San Joaquin Route uses the large former SP station for its four daily round-trip bus connections and for its rail service to Sacramento. The California Zephyr, Coast Starlight, and Capitol Corridor and Capitol Corridor Thruway buses also use this facility. The staffed station is also served by Sacramento Regional Transit buses. Sacramento averaged 215 San Joaquin passengers per day in FFY 2004.

Lodi – A new unstaffed station was constructed in 1999 and the two Bakersfield-Sacramento trains stop at the station. Thruway buses that connect the Bakersfield-Oakland trains to Sacramento stop at Lodi. The Lodi station is served by transit buses from San Joaquin Regional Transit, City of Lodi Grapeline, Calaveras County Transit, South County Transit/Link, and Greyhound. Lodi averaged 17 passengers per day in FFY 2004.

Stockton – Bay Area trains stop at the fully staffed, former Santa Fe station. The San Joaquins operating to and from Sacramento stop at the unstaffed former SP station also served by ACE. A new station is planned that will serve both Sacramento and Bay Area trains. (See **Chapter IV - Capital Plan** for a description of the station capital project.) Stockton averaged 492 passengers per day in FFY 2004.

Stockton is the transfer point for all Amtrak Thruway bus connections to San Jose, and to Sacramento, Davis, and Redding for San Joaquins that terminate or originate in Oakland. Stockton is also the transfer point for Thruway bus connections to the Bay Area for trains that terminate or originate in Sacramento. Both train stations are served by Stockton San Joaquin Regional Transit District (SMART) transit buses.

Modesto – Service began with the opening of the new station in November 1999. The staffed station is served by Modesto Area Express (MAX) transit buses. Modesto averaged 199 passengers per day in FFY 2004.

Turlock/Denair – This unstaffed station serves Turlock and the California State University, Stanislaus campus. The station is served by Turlock Dial-a-Ride service. Turlock/Denair averaged 37 passengers per day in FFY 2004.

Merced – The "Gateway to Yosemite" is a fully staffed station. Amtrak Thruway buses connect to Yosemite National Park, and the station is served by Merced County Transit buses. Merced averaged 201 passengers per day in FFY 2004.

Madera –Like Turlock/Denair, this unstaffed station is located on the eastern outskirts of the city. Facilities include a lighted platform, standard transit-type passenger shelter, and a parking lot. There are no transit connections at the Madera station. A new station at a more accessible location is currently in the planning stages. (See **Chapter IV - Capital Plan**, for station improvement details.) Madera averaged 34 passengers per day in FFY 2004.

Fresno – This largest city in the San Joaquin Valley is one of the most important markets served by the San Joaquins. A new staffed station in the historic Santa Fe depot that includes a mixed-use component is scheduled to open later in 2005. (See **Chapter IV - Capital Plan**, for station improvement details). The station is also served by Fresno Area Express (FAX) transit buses. Fresno averaged 662 passengers per day in FFY 2004.

Hanford – Hanford has always been one of the most important stops on the route, consistently ranking among the top four or five stations in ridership. The staffed station serves as a connection for Amtrak Thruway buses to the Central Coast and Visalia. It is also a hub for Kings Area Rural Transit (KART) buses. Hanford averaged 373 passengers per day in FFY 2004.

Corcoran – This unstaffed station was opened in July 1989 after the new State prison was constructed at Corcoran. The station is served by KART buses. Corcoran averaged 63 passengers per day in FFY 2004.

Wasco - This unstaffed station is located at the site of the former Santa Fe station, at one end of the main downtown business street. There is no scheduled transit service in Wasco. Wasco averaged 40 passengers per day in FFY 2004.

Bakersfield – A new staffed station opened in July 2000. The southern rail terminal is the busiest station facility on the route, although the Bakersfield market itself only accounts for about one-fourth of the passengers using the facility. The remaining passengers are transferring between Amtrak Thruway buses and train. Bakersfield averaged 967 passengers per day in FFY 2004.

Thruway buses connect to the east to Oxnard and Santa Barbara and Van Nuys and Simi Valley. The main bus connections are to the south to Los Angeles. Passengers can then either continue on a bus south to San Diego or transfer to the Pacific Surfliners. To the east, buses travel to Barstow and Las Vegas and to Victorville; another route travels to San Bernardino and Indio. Local transit services are provided to this station by Golden Empire Transit and Kern Regional Transit buses.

Los Angeles – Although Los Angeles is not served directly by the San Joaquin trains, it is served by an extensive network of buses from Bakersfield, and as such functions as the southern terminus of the route. The historic Los Angeles Union Station (LAUS) is located at 800 North Alameda Street in downtown Los Angeles and is privately owned by the Catellus Corporation. It is fully staffed and serves as Amtrak's western United States transcontinental hub. The Pacific Surfliner, Metrolink, the Red and Gold Lines (Metro Rail), various shuttle buses and local transit serve the station. Food service and checked baggage services are available.

COMMUTER AND URBAN RAIL TRANSPORTATION SERVICES THAT CONNECT TO THE SAN JOAQUINS

Bus Connections

The Department in 2003-04 completed agreements with Alameda-Contra Costa Transit District, the Central Contra Costa Transit Authority, and Sacramento Regional Transit District to create free transfers from San Joaquin trains to local transit services. The transfer agreements compensate the operators for the cost of free transfers. A similar agreement with Fresno Area Express became effective January 1, 2005. The Department will work in 2004-05 and 2005-06 to develop additional agreements with transit operators in Valley cities, such as Stockton, Merced and Bakersfield. These agreements further the goal of making intercity rail a seamless and coordinated transportation system for the passenger.

Commuter and Urban Rail Connections

Caltrain – Amtrak Thruway buses stop at the Caltrain stations in San Francisco, Santa Clara, San Jose, and Gilroy.

Bay Area Rapid Transit District (BART) - In Richmond, the Amtrak and BART stations are adjacent and designed for interconnectivity. Amtrak buses also stop at BART's Dublin/Pleasanton station. At the Emeryville station the Emery-Go-Round free shuttle buses connect to the Mac Arthur BART station. BART now provides direct service to the SFO Airport.

ACE – Bakersfield-Sacramento trains stop at the ACE station in Stockton, and Thruway buses connect the Stockton ACE station to the Stockton Amtrak station serving the Bakersfield-Oakland San Joaquins. San Joaquin Thruway buses stop at the ACE station in Livermore, Great America and San Jose. An agreement between ACE and Amtrak permits ACE passengers to ride three Amtrak bus schedules on Route 6 between Stockton and San Jose.

San Francisco Muni – San Joaquin bus stops at Market and Fourth Streets and in the Financial District are adjacent to Muni Metro stations and stops on Muni's F-Market/Wharf historic trolley line. The F line also serves the Ferry Building and Pier 39 San Joaquin stops. Muni's Powell Street cable car terminal is across the street from the Market and Fourth Streets bus stop.

Santa Clara County (VTA) Light Rail – The VTA Light Rail line is currently being extended into the Amtrak/Caltrain/ACE station in San Jose with the opening scheduled for 2005. Limited connections are also available at the Great America San Joaquin bus stop.

Sacramento Regional Transit – Sacramento Light Rail extension into the Sacramento Amtrak station is planned for late 2005.

OTHER AMTRAK SERVICES THAT CONNECT TO THE SAN JOAQUINS

The San Joaquin Route is an element of Amtrak's national intercity rail passenger network. Many passengers use the San Joaquins as part of a longer rail trip. Coordination of schedules with other services generates additional ridership and can improve overall efficiency. The following routes/trains provide significant connecting ridership to the San Joaquins:

Pacific Surfliner Route – This Route provides service between San Luis Obispo-Los Angeles-San Diego. This route is the most important connection to the San Joaquins. Approximately 10 percent of all San Joaquin passengers connect to or from points on the Pacific Surfliner Route. Accordingly, close schedule connections at Los Angeles between the San Joaquin feeder buses and Pacific Surfliner trains will continue to be provided whenever possible.

Capitol Corridor – This Route provides service between San Jose-Oakland-Sacramento-Auburn. Coordination of the San Joaquins with the Capitols is important because of a number of jointly used feeder bus routes, including Martinez-Santa Rosa-Eureka-McKinleyville, Sacramento-Redding, Sacramento-Truckee/Reno, and Sacramento-Lake Tahoe/Carson City. Where possible, San Joaquin schedules will continue to be coordinated with the Capitols to ensure the most efficient use of these feeder bus routes. In addition, there are also limited connections between San Joaquin buses and Capitol Corridor trains at Sacramento. The single Capitol Corridor round trip serving Auburn acts as a San Joaquin connection to or from Auburn, Rocklin and Roseville. Other Capitol Corridor trains provide San Joaquin connections between Sacramento and Suisun/Fairfield.

Coast Starlight – This train provides service between Los Angeles-Oakland-Sacramento-Portland-Seattle. This train provides important connections between the San Joaquin Valley and the Pacific Northwest, including Portland and Seattle. Historically, the official connection point has alternated between Martinez (which involves a direct train-to-train transfer) and Sacramento (which involved taking the bus between Stockton and Sacramento), depending on schedules. Now, there is a direct train-to-train transfer in Sacramento with one of the Sacramento-Bakersfield San Joaquin round-trips.

California Zephyr – This train provides service between Emeryville-Reno-Denver-Chicago. This popular train provides connections between the San Joaquin Valley and Reno, as well as points east, including Salt Lake City, Denver, and Chicago. Connections can be made either through Martinez or Sacramento, depending on schedules.

Southwest Chief – This train connects with the San Joaquin feeder buses at Los Angeles. It provides important connecting service to the Southwest, Midwest and Chicago. In addition, a number of passengers currently use the San Joaquin Route to make a connection between the southbound Coast Starlight and the eastbound Southwest Chief, since these trains do not make a connection in Los Angeles.